

TOWN OF DAVIE

2013-2015 STRATEGIC PLAN



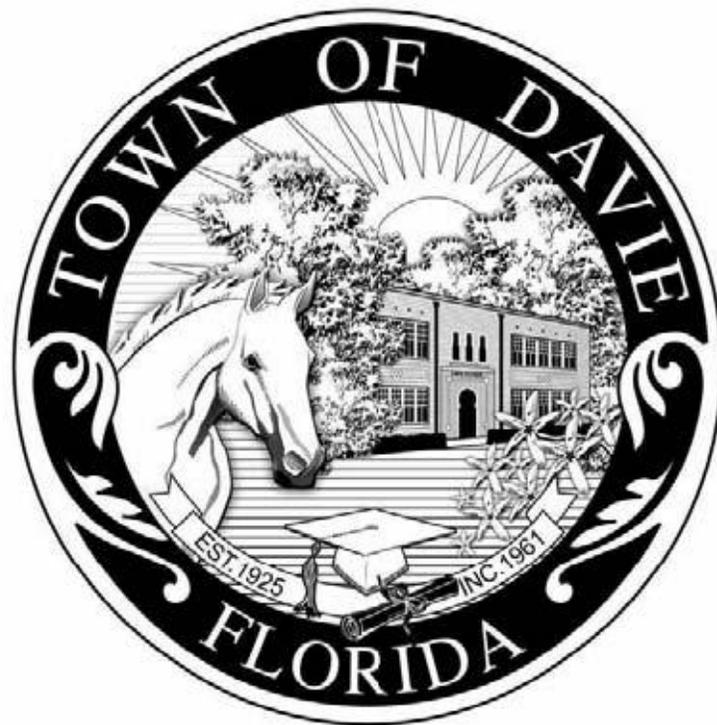
PURPOSE STATEMENT:
To provide leadership and excellent, customer-driven services to our diverse community with integrity and respect.



LIVE. WORK. LEARN. PLAY.

Town Administration Office

2013 – 2015 STRATEGIC & BUSINESS PLANS



Acknowledgements

A special thanks to the Davie Town Council and the Town Administrator for their support and vision throughout this process.

Mayor Judy Paul
Vice Mayor Caryl Hattan
Councilmember Bryan Caletka
Councilmember Susan Starkey
Councilmember Marlon Luis
Town Administrator Richard J. Lemack
Assistant Town Administrator Macciano K. Lewis

Thanks to the department directors, staff, and the Strategic Planning Committee for their efforts in this Town wide initiative.

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II. General Department Description

The Town Administrator's office carries out the mission and strategic priorities established by the Town Council. It is the responsibility of the Town Administrator's office to ensure that each department's objectives reflect and help achieve the Town's mission and that each department upholds the value-driven purpose that actuate all programs and services provided throughout the Town. The Town Council including the Mayor is the legislative body of the Town government. The Council members may propose policies or procedures for consideration by the entire Council. The Town Council's major objective is to represent and meet the needs of the residents and business owners of the Town of Davie. According to Town Charter, the Town of Davie shall be governed by a council/manager form of government consisting of five (5) members, one of whom shall be the elected at-large mayor and one of whom shall be the vice mayor.

A. MISSION STATEMENT

The Town of Davie mission statement is: The Town of Davie strives to be the preeminent community in South Florida to live, work, learn, and play while treasuring our preserved natural settings (Passed by Resolution 2009-082).

B. VALUE STATEMENT/PHILOSOPHY

This mission of the Town is carried out by establishing Strategic Priorities that govern the operations of each department in the Town. These strategic priorities, or goals, which are set by Council, drive the Town's organizational purpose and values that govern daily operations (Passed by Resolution 2009-082).

STRATEGIC PRIORITIES:

1. Commitment to Customer Satisfaction
2. Dedication to Excellence in Service Delivery
3. Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with consideration of our historic roots
4. Creating an Environment that is Conducive to Innovation, Creativity, and Collaboration

5. Nurturing the health, safety, and welfare of the community

(Passed by Resolution 2009-082) PURPOSE STATEMENT: To provide leadership and excellent, customer-driven services to our diverse community with integrity and respect.

(Passed by Resolution 2009-082)

VALUES:

1. Customer Driven

2. Respect

3. Integrity

4 Excellence

5. Leadership

(Passed by Resolution 2009-082)

C. EXECUTIVE SUMMARY

The Town of Davie has engaged in formal annual Vision and Goal Setting Sessions since 2000. At these sessions, the Town Council began the process of strategic planning with the assistance of the Town Administrator and the senior management team designed to identify the issues that must be addressed to achieve the Town's mission and that will persist over the lifetime of the Strategic Plan. At the 2009 Vision and Goal Setting Session, Council and staff revamped the Town's Mission Statement and Strategic Priorities and developed a Town purpose statement that reflects the five values previously established by Council as important in everyday operations and programs. This framework forms the basis for the Town's Strategic Plan which is reviewed and updated annually with major changes being addressed every three years. The Strategic Plan creates a shared vision for the future of the community.

In 2010, we incorporated initiatives to accomplish our holistic strategic planning approach by conducting a citizen survey and completing departmental business plans.

Each department's business plan is reviewed twice annually and approved at the start of the calendar year by the Town Administrator.

Strategic Planning and Business Planning Functions:

The strategic planning and business planning functions of the Town help achieve the long-range policy issues, or strategic priorities, developed by the Town Council, and reaffirmed during the Fiscal Years 2013-2015 strategic planning process, as well as the policy issues and values of the community. The strategic priorities, mentioned above, are established by the Town Council to achieve the mission of the community.

Strategic planning and business plan initiatives comprise the contract between the Town Administrator and Council and set the long range policy goals for the Town over a three-year period. The business plan of each department flows directly into the Strategic Plan in order to help carry out the Strategic Priorities of this master plan. The Town has created an Annual Report that lists the Town's performance in each Strategic Priority area and Strategic Outcomes. This report will describe, in easy to understand language, the success in accomplishing the Mission of the Town as spelled out in the Strategic Plan and laid out by Council. The Town Council thus holds itself directly accountable to Davie residents for performance in each of the priorities.

Strategic Planning Process:

For each Strategic Priority, at the department level, a set of action steps are developed, which define broad objectives that help focus activities on desirable outcomes. Then, each year, two (2) to ten (10) Strategic Outcomes (SOs) are set for each priority to determine if a priority has been successfully addressed. SOs are measurable outcomes (by Key Performance Indicators or KPIs) at the strategic level. Town Staff then responds to the Strategic Plan (longer term planning) with a Business Plan (short-term planning) for implementing the policy direction through specific programs and initiatives. With the Strategic Priorities and key performance indicators set, the operations of the Town are reviewed and redirected to bring the strategic mission to life. Specific actions, programs, capital purchases, staffing requirements and funding levels are developed in response to the needs identified in the strategic plan.

Through this process, policy formation and deployment cascades throughout the organization:

- Mission and Vision Statements – The Council sets broad goals;
- Strategic Priority – The Council identifies the vital goals in achieving broad mission;
- Strategic Outcomes – The Council identifies desired results;
- Program and Process Initiative – Staff allocates activities, resources, personnel, financial investment, and time planned for the year to achieve each Strategic Outcome; and
- Key Performance Indicators – Staff sets specific and measurable data points indicating the effectiveness of processes and programs designed to support the Strategic Outcomes.

The performance levels in achieving the Strategic Outcomes are measured by Key Performance Indicators which are reported in the annual budget. They are not, however, the sole method of measuring success. Each department director also develops a set of departmental performance measures. Each director meets with the Town Administrator twice yearly to review and analyze these departmental measures, the performance on Strategic Outcomes, and any business plan adjustments or objectives assigned to the department. Department processes are expected to include in-process measures, which give an “early warning” if processes are not on track. New tactics are implemented if in-process measures indicate a problem or opportunity. Exceptions and out-of-control results trigger new improvement or innovation initiatives. The Town holds an off-site retreat at the end of each fiscal year, where the senior management team meets to review and celebrate successes, and to identify areas of concern. The Senior Management Team Senior conducts an annual strategic plan assessment as well as self-evaluation of Town processes at this retreat. This evaluation is accomplished through a team climate survey and SWOC analysis of the organization. The team then identifies outliers and initiatives to address them. Specific initiatives and areas of concentration for the upcoming year are introduced and developed at the yearly management retreat.

In order to achieve long-term organizational sustainability, the strategic plan including the Town mission and strategic priorities and departmental business plans is an organic

document. This means that it is continually revisited throughout the year and may be amended as necessary. Changes in the environment may require realignment of resources to continue to keep Town staff on target to meet the SOs and strategic priorities. In developing the annual operating budget, departments analyze existing and potential services in light of the strategic priorities. Through departmental business plan modifications, additions and reductions of services are recommended, which are then quantified in the line item budget. Through this process, the strategic plan, not only reflects the strategic priorities as set by the Town Council, but also incorporate feedback from customer surveys and policy initiatives that contribute to the long-term financial health of the Town.

The Town's ability to execute the strategic plan is built into the process by tying financial and staff resources directly to strategic priorities through departmental business plans. The Town Administrator and the senior management team meet weekly to discuss and review current issues, previous council meeting topics, updates and ideas. In addition, the Town Administrator and/or the Strategic Planning Steering Committee meets at least twice per year with each department director to ensure the plan is progressing as expected by revisiting the SOs specific to each department. The Town also maintains a contingency fund to allow a quick response to unforeseen circumstances. As the strategic planning process gains stability, funding from discretionary monies should become less necessary.

The Town of Davie business plan documents are a direct outgrowth of the strategic priorities at the department level capturing the Town's vision and mission in a quantifiable form, improving decision-making and resource allocation. A benefit of using a business plan is the direct link between Strategic Priorities and costs and activities. This model is used to monitor performance through variance analysis of goal to actual; linking budget line items to measurable activities; and identifying value-added and non-value-added activities.

Business Planning Process:

The business plan also is an organic document, in that it is continually revisited throughout the year and may be amended by department director with the approval of the Town Administrator. Changes in the environment may require realignment of resources to keep Town staff on target and to meet the established KPIs and Strategic Outcomes (SO). In developing the annual operating budget, departments analyze existing and potential services in light of the Strategic Priorities set by Council. The business plan adds and removes services, which are then quantified in the line item budget. They reflect not only the Strategic Priorities as set by the Town Council, but also incorporate feedback from customer surveys and policy initiatives that contribute to the long-term financial health of the Town.

Departments set goals to meet strategic needs. To meet these goals, programs within the departments have specific objectives that are measured through performance measures. Individual staff member's objectives and performance measures are then linked to the program objectives. Each employee knows what the end result should be and how it contributes to the strategic plan. In this way, the budget becomes a tool for monitoring and controlling operating performance. The performance measure tables included with each department's Budget Narrative in the Annual Budget document are designed to show how the program objectives support the Strategic Priorities. Performance measures are explicitly related to the Strategic Outcomes that they support for the budget year and the strategic priorities that they fulfill. It is significant that the Town deploys strategically important priorities in this fashion, minimizing the impact of special interest lobbying and political maneuvering in the decision-making process.

New business plan initiatives, including major capital projects and new programs, are presented to the Town Council in conjunction with the strategic plan update at the annual Vision and Goal Setting Session and the annual Budget Workshops in order to solicit feedback and input. Three Budget Workshops are scheduled for employees and the public respectively. Once the individual business plans are approved, departments use it as their action plan for the next year.

D. S.W.O.C. ANALYSIS

The Town of Davie uses both its strategic plan and business plan initiatives to identify core competencies, strategic challenges, and strategic advantages. The first step in the strategic planning process involves an environmental scan where each department evaluates core competencies, strategic challenges and advantages. This environmental analysis is then extended to the entire workforce as well as to residents of the Town of Davie via a citizen survey. All Town employees participate in a SWOC analysis on a yearly basis that is incorporated into first the strategic plan and then reflected in department business plans were deemed appropriate. By involving the entire workforce expert and lay knowledge is captured and utilized to make the best inferences regarding competencies, challenges, and advantages. The Town Administration Office oversees the analyses of each department in the Town and coordinates this data into a summary that is presented to the Town Council each year at the Vision and Goal Setting Session. This year's town-wide summary analysis is below:

<p>STRENGTHS:</p> <ul style="list-style-type: none"> - Communication - Customer Service - Knowledgeable Staff - Teamwork 	<p>WEAKNESSES:</p> <ul style="list-style-type: none"> - Lack of Economic Development - Communication - Staffing Levels - Equipment - Office Space - Technology -Town wide Marketing Initiatives
<p>OPPORTUNITIES:</p> <ul style="list-style-type: none"> - Technology for increased efficiency/production - New Revenue Sources/Grant Opportunities - Staff Development - Inter-local Agreements - Partnership Agreements - Privatization/Outsourcing 	<p>CHALLENGES:</p> <ul style="list-style-type: none"> - Diminished Revenues/Increased Costs - Union Contracts - Interdepartmental Communication/Coordination - Unfunded Mandates - Council Priorities - Written policies & procedures - Public Perception - Employee Retention - Security

Table 4: Town-wide SWOC Summary

E. ADMINISTRATION DEPARTMENT MAJOR PROGRAMS

The major programs in the Town Administration Office consist of: Community Redevelopment Agency, Housing and Community Development, Public Information, Economic Development, Emergency Management, and Planning and Zoning.* The department also oversees service agreements, such as Waste Management, Recycling, Bus Transportation, Cable, & FPL. In for the delivery of the following products and services to the resident of Davie:

Grants Administration: It is the objective of Grants Administration to track all potential funding sources including Federal and State Appropriations and Community Budget Initiative Requests (CBIRs) for various Town projects. In addition, it is the objective of Grants Administration to ensure that while a decentralized grant process is used throughout the Town that each department has technical assistance in their applications for their respective grants. Finally, it is the objective of Grants Administration to ensure that matching funds for grant projects are entered into the capital project plan and to determine the long term costs associated with the maintenance of grants.

Public Information Office: It is the objective of the PIO to publish timely editions of the *Davie Update* and other informational publications and to maintain a communication strategy for all external communications with the public. In addition, the PIO is responsible for overseeing the Town's web site, www.davie-fl.gov, and the production of the Town's TV station, Channel 78. Finally, it is the responsibility of the PIO to provide public information in an effective, creative manner and to ensure uniformity by assisting departments in the writing, design, ads, photography and other graphic services for print, digital and video formats.

Emergency Management: It is the objective of Town Administration to provide an emergency management plan and policy to guide employees as to their responsibilities relative to responding to emergencies or disaster situations. This plan includes the use of the Davie Field Operations Center and other emergency shelters that may be activated in the case of an emergency. In addition, it is the objective of Emergency Management to ensure that employees are properly trained to support the Town's Emergency Management plan.

Contract Administration: The Town Administrator's Office oversees several revenue and franchise contracts that affect town-wide operations. Some of these contracts include solid waste and recycling collections, public transportation services, billboards, cellular towers, and other inter-local government agreements. It is the objective in all contract administration that a good working relationship with vendors is maintained and that the interests and investments of the Town are protected at all times.

Property Acquisition and Annexation: It is the objective of this program to manage all aspects of land acquisition and annexation.

Floodplain Management: It is the objective of Floodplain Management to oversee the Town's participation in the National Flood Insurance Program (NFIP) and Community Rating System (CRS). This program also represents the Town at the Broward County Local Mitigation Strategy. The program's objective is to lower the CRS rating and mitigate wind and flood hazards.

Strategic Planning: It is the objective of the Town Administrator's office to maintain a town-wide, comprehensive strategic plan that is supported by a working business plan in each Town department that helps achieve the goals of the strategic plan as established by the Town Council.

Economic Development: It is the objective of the Economic Development Office to attract quality businesses, both small and large, to the Town of Davie. In addition, it is the objective of the Economic Development Office to be sure that the Town continues to meet the needs of current business owners and to work to provide quality services to these business owners. Finally, it is the objective of the Economic Development Office to ensure that we continue to develop relationships inside and out of the Town that place Davie in a competitive position to leverage economic development opportunities as we come out of the current economic recession.

The Public Information Office and Office of Economic Development are under the direct supervision of the Town Administration Department. Other departments under the Town Administration umbrella, including Housing and Community Development, the Community Redevelopment Agency (CRA), the Town Clerk, and Planning and Zoning, are self-operating and report directly to the Town Administration Department. These departments have independent business plans from the Town Administration Office. Tables 1, 2, and 3 below outline the goals, objectives, strategic outcomes, and KPIs that are specific to the Town Administrator's Office programs that do not fall into one of the divisions with separate business plans mentioned above.

F. ADMINISTRATION DEPARTMENT OBJECTIVES

The most important objective of the Town Administrator's office is to ensure that the mission of the Town Council is carried out. In order to achieve this objective, the Town Administrator's office has established five Strategic Priorities, approved by Council, which include: Commitment to Customer Satisfaction; Dedication to Excellence in Service Delivery; Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values; Creating an Environment that is Conducive to Innovation, Creativity, and Collaboration; and Nurturing the health, safety, and welfare of the community. Therefore, it is the responsibility of the Town Administration office to ensure that all programs and services town-wide help to achieve these Strategic Priorities. In addition to monitoring achievement of town-wide objectives, each Division directly under the Town Administration umbrella has its own business and marketing plan.

G. TOWN PRODUCTS & SERVICES

The Town of Davie, as part one of the strategic planning process, completed a complete inventory of products, programs, and services offered throughout the Town. This information was compiled into a master spreadsheet by the Strategic Planning Steering Committee. This data, or the products, programs, and services offered by the Town, were then grouped by department and according to the Strategic Priorities for which they fulfill adopted by Council. It is these products, programs, and services that are produced in the various departments that make up the Town that then achieve the goals (Strategic Priorities) set by Council. Appendix B is a table that contains all the products, programs, and services offered throughout the Town by Department and by Strategic Priority. This table also demonstrates the expected Strategic Outcomes (SOs) for this year for each of the programs or services offered. The table below provides a quick summary of the products and services in the Town.

Department Type	Departments, Divisions, and Wholly Owned Subsidiary	Sampling of Products & Services
Product and Service Delivery	Police, Fire, Public Works, Parks & Recreation, Special Projects, Planning & Zoning, Engineering, Housing and Community Development, Community Redevelopment Agency, Utilities, Old Davie School	Patrol, traffic enforcement, code enforcement, fire prevention, emergency medical services, building inspections and permits, parks and facility maintenance, parks programming, summer camp, family events, rodeos, community planning, inspections, housing programs, redevelopment of downtown area, water and wastewater services, historical and cultural
Specialized Support	Town Administrator's Office, Clerk's Office, Public Information, Town Attorney, Budget and Finance, Technology Information Management, Human Resources	Strategic planning, problem solving, agenda management, union negotiations, land acquisitions and management, grants administration, communications and outreach, legal, financial services, computer technology, recruitment and training

Table 6: Products and Services Summary

H_BUDGET & FINANCIAL PLAN

Administration Department - Financial Summary

2011 Adopted Budget	2011 Actual Amount	2012 Adopted Budget		2012 Actual Amount	2013 Adopted Budget
Fund: 001 General Fund					
Expenditures					
PS - Personnel Services	\$1,104,727.00	\$1,200,490.40	\$1,106,075.00	\$1,100,830.64	\$1,118,605.00
OE - Operating Expenditures	\$783,505.00	\$721,570.38	\$852,104.00	\$700,508.79	\$867,086.00
CO - Capital Outlay	\$12,600.00	\$3,425.00	\$9,157.00	\$7,242.60	\$8,678.00
GR - Grants and Aids	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fund Total: General Fund	(\$1,900,832.00)	(\$1,925,485.78)	(\$1,967,336.00)	(\$1,808,582.03)	(\$1,994,369.00)
Fund: 150 General Gov't Impact Fees Fund					
Expenditures					
OU - Other Uses	\$2,000.00	\$0.00	\$2,000.00	\$0.00	\$6,000.00
Fund Total: General Gov't Impact Fees Fund	(\$2,000.00)	\$0.00	(\$2,000.00)	\$0.00	(\$6,000.00)
Expenditure Grand Totals:	\$1,902,832.00	\$1,925,485.78	\$1,969,336.00	\$1,808,582.03	\$2,000,369.00

III. Marketing Plan – Town Communications Strategy and Department Marketing Plans

A: INTRODUCTION

Communication efforts ensure that Town actions are kept in the sunshine and that stakeholders are kept abreast of important issues, ordinances, services, programs, functions, policies, positions, and efforts. In this fashion, Davie's stakeholders are able to have an active and participative role in their government. In an effort to achieve these goals, and with that, the Town Council's Strategic Priorities (passed by Town Council Resolution), staff has established measurable marketing objectives and strategies. Each department, division, and office has worked with the Public Information Office (PIO) to establish these objectives and strategies via their marketing plans, which puts this town-wide Communications Strategy in motion. Each department's full marketing plan can be seen within their respective Business Plan.

This document is a summary of the specific department objectives to achieve the town-wide plan for communications. Each year, as the Administration Department and PIO business plan adjusts to the Strategic Priorities established by the Town Council, those modifications will be seen within this strategy, as well as within the marketing plans of each department. Communications, in our fast-paced world, is ever-changing and fluid. An organization's ability to achieve its business objectives greatly depends on its ability to quickly adapt its communications strategies to its stakeholders' needs. In this initial strategy, the Town's first Comprehensive Communications Strategy, the overall goal was to establish departmental marketing plans, within each department's business plan as a standalone document that contains marketing objectives aimed at achieving each department's overall business objectives. A few highlights of this strategy include, (1) the fact that every single department developed measurable marketing objectives that are structured in a similar standard; (2) entities such as the CRA, Economic Development, Building, and Utilities established marketing objectives that focus on improving cash flow; (3) Police, Fire, and Engineering focused their marketing objectives on public safety; (4) Budget and Finance, Human Resources, GIS, and TIMS developed marketing objectives that aid internal stakeholders; and (5) Housing

and Community Development, Parks & Recreation, Planning and Zoning, Public Works, Special Projects, and the Town Clerk developed informational marketing objectives that educate and attract stakeholders.

In future Communications Strategies, the PIO, along with other Town staff, will consider potentially focusing some of the Town's communications efforts on better coordination and communication with our educational partners that make up the South Florida Educational Center (SFEC), Nova Southeastern University, Florida Atlantic University, University of Florida, Broward College, and McFatter Technical, via Town and Gown partnerships, a branding initiative, and community outreach programs including Town Hall meetings with the Town Administrator.

B: TOWN BACKGROUND

Davie currently is contending with the fact that it is becoming a modern community with more than 91,000 residents in an urban landscape while trying to maintain its roots as a rural, farming, and equestrian community. Davie is perceived by the public in a variety of ways: (1) the pioneer families still see Davie as a rural community, which is actually the reason why many people move to Davie; (2) Many also see Davie as a family-oriented community, with its suburban housing developments, parks, youth activities, and A-rated schools; and (3) others see Davie as an educational center, with it being home to the South Florida Educational Center (SFEC).

In truth, Davie is all of these and much more. Davie wants to be more. It wants to be a desired community, envied by people who want to live, work, learn, and play in one hometown location.

Davie has the opportunity to be Florida's premiere educational center, similar to Chapel Hill in North Carolina, where businesses, educational institutions, and the local government can form a symbiotic relationship that provides for local stimulus in the following fashion: (1) the universities and colleges provide the training and education for the types of jobs businesses are offering; and (2) the Town government supports and

assists in the coordination of the partnership between the SFEC and businesses. The Town benefits by increased tax revenues and improved quality of life for its residents. While Davie has the opportunity to be a major education and research center, it also seeks to maintain its charm and semirural flavor that attracts families. Achieving a natural harmony between growth and status quo is a primary economic growth goal in the Town as evident in the Regional Activity Center (RAC) and the Transit Oriented Corridor (TOC) planning documents.

These concepts and other perceptions of residents are captured by a Town citizen survey consisting of both a residential and business components. A survey, conducted by an outside agency to ensure the integrity of the study results, was administered for the first time in the Town in 2010. These initial data responses were used to establish the first benchmark measurements that the Town uses to improve overall customer satisfaction and service. A brief summary of the original survey is provided in the feedback portion of this section, and the full results of the survey are located on the Town's website.

C: NICHE

Davie is truly a unique community among the 31 municipalities in Broward County. It offers an excellent quality of life for its residents, who can enjoy a myriad of verdant, pristine parks and trails. Residents can also attend a variety of special attractions that are special, including the Old Davie School, Bergeron Rodeo Grounds, Beuhlar Planetarium, Bailey Hall, Young at Art, Flamingo Gardens, and the Miami Dolphins Training Center. In addition, residents have many educational options. With the South Florida Education Center located in the heart of Davie, residents can study anything from liberal arts and education to medicine and law.

Davie's niche in South Florida is that it has the largest open space program in the area, a rodeo arena, and the SFEC. It is the overall intent of this communications strategy and departmental marketing plans to outline how we will communicate and take advantage of that niche.

D: TOOLS AND CHANNELS

With established marketing objectives (see Section J below), the Town now has a map that provides direction in moving forward in a concerted effort to educate and communicate effectively with its stakeholders. This endeavor will be a unified team effort between Town departments and the Public Information Office. To achieve the marketing objectives, Town staff will utilize a variety of strategies. The Town has many tools, products, and channels to convey its message to stakeholders. The Town's communications products include printed pieces (such as the *Davie Update*), television and video production (such as interviews with elected officials), signs (such as marquees and sandwich boards), news releases, and, of course, the Town's website. Additional channels and mediums available to the Town include; traditional mail, e-mail, Davie TV, Local TV, radio broadcasts, newspapers and magazines, community and civic meetings, the Internet, and signage.

E: RESOURCES

The Town commits a portion of the annual budget to marketing, which includes monies to pay for printing and mailing, streaming video, web hosting, television and video production, etc. Additional marketing materials will have to be paid for by the departments or potentially from a future town-wide marketing fund.

Davie's PIO office consists of two staff members and can produce professional print material, video productions, and web content. In addition, PIO staff can conduct community educational and promotional campaigns as well as promote programs to other media outlets. PIO staff will work with and leverage staff town-wide to develop a force-multiplier that enables departments to expand marketing efforts.

F: FEEDBACK

Acquiring feedback from stakeholders is paramount to the success of the Town's communications efforts. Feedback allows for the review and analysis of the Town's communications strategies. In order to obtain feedback, the Town will utilize three primary methods: (1) Staff will work with departments to conduct annual surveys

and focus groups; and (2) staff will work with the Town Administrator to hold both community forum meetings; and (3) staff will work with the Town Administrator to hold three annual employee meetings called Employee Budget Workshops.

Community Meetings:

Conducting community meetings provides staff with tangible and real input from important stakeholders: citizens and business owners. Staff will work with the Town Administrator to hold well organized annual community meetings or forums. At a minimum, the Town Administrator will host four meetings, one in each district. Varying the venues enables staff to acquire a true gauge of the various perspectives, as each district has its own flavor and needs. The meetings provide for an educational opportunity, as well as provides for an exchange of ideas, thoughts, and emotions. In addition, community task forces and focus groups may be formed to address vital issues that the Town might be facing. While, feelings or emotions are often discounted for hard cold facts, in the business of running government, feelings, mood, and perspective are often just as important, for they can sway important programmatic and budgetary decisions. It is crucial for the Town Administrator and his senior management staff to have and grasp a clear understanding of these crucial indicators. This is achieved via the community meetings.

Employee Meetings:

While meeting with our external stakeholders is essential, the need to meet with our internal stakeholders is just as vital. Staff will work the Town Administrator to conduct employee outreach via an annual Employee Budget Workshop meeting between the administrator and the general employees. The meeting will act as the method through which the administrator can interact on a personal basis with all staff. This annual meeting serves many purposes: (1) it is the opportunity for the administrator to update employees about the budget, strategic plan, and business and marketing plans, as well as other important topics of the day; (2) it affords staff an opportunity to ask the administrator questions; (3) it allows for both staff and the administrator to “get a feel for each other;” (4) it provides an opportunity for the administrator to give direction to staff; and (5) it engenders good morale among staff.

Housing the Employee Workshop is a crucial part of the communications cycle as it enables the Town to better achieve its Strategic Priorities by engaging all levels of employees in a common dialogue.

G: REVIEW AND COORDINATION

Once Town staff has feedback from its stakeholders relative to the communications strategies, it is crucial to analyze, review and incorporate this feedback. With this information, Town staff will engage in a perpetual process of reviewing and evaluating the tools and channels and adjusting to the needs of the audience. This will effectively convey the Town's message and ultimately lead to fulfilling the Town's mission. Tools and channels also are improved via this method as new mediums are identified in conjunction with marketing objective reviews.

H: TIMING

Davie's town-wide communications endeavors are ongoing and daily. It is the job of all staff to strive to achieve the Town's Strategic Priorities via the communications strategies and marketing objectives developed to aid in this endeavor. To this end, the Strategic Planning Committee will go through an annual process of gathering feedback and evaluating it to ensure that staff is on target in its efforts.

Departmental Business and Marketing Plans

Departmental Business and Marketing Plans



Budget & Finance Department
BUSINESS PLAN

Town of Davie
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I. General Department Description

The Budget and Finance Department is responsible for the Town's finances and provides a sound fiscal framework to support the Town's priorities. The Department accounts for all Town transactions, maintains an internal control system to protect the Town's asset from loss or misuse, and ensures that all reporting accurately reflects the Town's financial position.

A. Mission Statement

The mission of the Budget & Finance Department is to develop and implement policies, to enhance and safeguard the Town's financial resources, and to provide accurate and timely financial information to the public, Town Council, outside agencies, and other Town staff.

B. Value Statement

A financially strong Town based on sustainable economic development to the benefit of all Davie residents and business community. Priorities are developed and pursued to maximize the use of the Town's fiscal resources in agreement with the Town of Davie's values and the expectations of our residents and business community.



C. Executive Summary

I am pleased to present the 2012-2013 Business Plan for the Budget & Finance Department (Department).

The Department's core business is to manage the Town of Davie's finances, and provide a sound fiscal framework to support the Town's priorities.

The Business Plan is being presented during a period of economic uncertainty which affects all Davie residents and businesses as well as the Town of Davie. Managing through this period presents many challenges and opportunities for government, as well as the Budget & Finance Department.

Davie residents need to know that the Town of Davie's finances are managed in an accountable, transparent and prudent manner that allows the Town to achieve long-term social, economic and environmental goals. The Budget & Finance Department will assist the Town's leaders in managing through economic uncertainty and challenging financial scenarios with vigilant due diligence and accountable decision-making.

The Budget & Finance Department is an important service provider of the General Services of Governmental Accounting, Budgeting, Procurement, Payroll, and Utility Customer Service. Delivery of these services enables the Budget & Finance Department to perform its daily operations. In the coming year, emphasis will be placed on maximizing the efficiency and effectiveness of service delivery.

The Budget & Finance Department relies on the commitment and knowledge of its employees, and I would like to thank them for their continuing hard work.

William W. Ackerman, CPA,
Budget & Finance Director



D. S.W.O.C Analysis

STRENGTH

Strength	Description	Options for Preserving or Enhancing Each Strength
Maintain high levels of professional accounting*	The Town is maintaining appropriate accounting documents; staff is receiving continuous training;	Continue to attend appropriate training seminars. **
Sound Finances (financial strength and health)*	In recent years, the Town has been able to accumulate enough reserves to meet the Town's Fund Balance policy. We strive to save the Town money and expand our revenue sources as well as maintain constant communication with the Administration office on any changes/updates	Continue to be educated on updated requirements and legislation; continue to update Administration on anything new that would impact the Town; hire an additional staff member to assist in performing additional budget analysis. **
Quality Employees*	Efficient; loyal; experienced; hardworking; dedicated; forward looking; teamwork; knowledgeable; empowered; efficient; and willing to help others.	Continuous training; stability at the top of the organization. **
Family Friendly Environment*	Our Department maintains a family friendly environment which positively impacts our work	Continue to maintain a family friendly environment. **
Calculating Arbitrage*	Contractual arrangement in place with outside firm to calculate arbitrage in a timely manner in compliance with IRS regulations.	Outside firm continues to perform timely arbitrage calculations. **
Communications	Our Department works closely together to ensure fluid communication.	Continue to foster communications within our Department. **



WEAKNESS

Weakness	Description	Options for Minimizing or Overcoming the Weakness
Physical work environment*	Inadequate space to operate; provide ample working areas and management offices, conference areas.	Build new Town Hall or lease building with ample space.
Accounting for Aging Infrastructure	The Town's documents for infrastructure are inadequate	We contracted with American Appraisals to track our Capital Assets. We did receive a new part-time position to track fixed assets.
Communication with other Departments*	Although there are times we have strong communication with some departments, there are times when our department overlooked until the end of the process. When this occurs, there are times when we have to slow down or impede the process because we have to do our due diligence to ensure the appropriate rules were followed.	Departments communicating better with each other; Departments need to consider the whole process that they are about to embark on and contact appropriate departments to keep them informed. **
Documentation of our Processes	Although we do a great job in communicating information to other departments and we have the documentation to support, i.e. (emails and memos), we need to centralize this information for other department's access	We have a folder that contains our Department's policies. **
Financial Trend Monitoring System	We should have a financial trend monitoring system that would assist in examining a variety of financial indicators used to help monitor the financial health of the Town. Indicators would include debt structure, unfunded liabilities, operating position, and per capita revenues and expenditures.	In coordination with adding a part time budget position and a five year forecast for the General Fund, we have been able to look at and review some key Financial trends.



Fact Finding & Data Gathering	Obtain and interpret various economic and demographic data used in the Town's Budget and, Comprehensive Annual Financial Report, etc.	This cannot be considered unless we had additional staff.
Cost of Service Studies*	Performs various cost/revenue studies such as fire inspection or, building permit fees, to ensure the Town is charging appropriate user fees.	Town staff has completed a cost allocation plan which can capture certain costs. This process should be validated by a third party consultant.
Revenue Manual	Creating and updating a Town of Davie Revenue Manual would be beneficial	Need additional staffing.
Cost Allocation Plan*	Although we've put together a modified cost allocation plan, we need to spend additional resources to develop a cost allocation plan that would help us distribute costs among central services and other departments that receive benefits. This could assist us in looking at the Town's fee structure (i.e. Parks & Recreation and building fee structures).	Need additional staffing. A consultant typically creates the original cost allocation.
Performance Measurement System	Collect and analyze departmental performance data. Write and produce quarterly performance reports.	Although this is being performed on a higher level, this could be improved if we had additional staff in our Budget division.
Uncollectible Revenues (Utilities, Assessments)	100% of Town revenue is not collectible	Continue to follow up on revenue owed to the Town.
Lack of familiarity with software system*	Major software implementation; employee sometimes unable to easily retrieve information. Interface issues ongoing between applications (for example Building).	NWS/TIMS to work together to provide properly set up system (codes etc.) and ongoing training to enhance familiarity with system.



OPPORTUNITY

Opportunity	Description	Options for Taking Advantage of Each Opportunity
Physical work environment*	Inadequate space to operate; provide ample working areas and management offices, conference areas.	Build new Town Hall or lease building with ample space.
Pension Status*	Costs of the Town’s pensions are rising considerably.	Renegotiate union contracts and pension agreements
Advertising (on Town vehicles, during events . . .)	New revenue source to help offset increasing expenses.	Inform businesses of a new opportunity with the Town that can increase their exposure.
Water utility tax	New revenue source to help offset increasing expenses.	Next budget cycle.
Government Finance Officers Associations Awards for the CAFR and Budget *	Attaining these awards would be a positive impact on the Town.	The Town has received this award for the FY2012 budget. **
Training/Education*	Training and education can always lead to positive changes.	Attend trainings and seminars that could enhance our ability to become more efficient as an organization. **
Privatization	The Town can potentially outsource certain areas (already successful in P&R for summer camp). Overall, the Town’s expenses would decrease (between an increase in expenses for contractual services offset by a significant reduction in payroll related expenses).	This could be done in coordination with the next budget cycle.



<p>Union Negotiations*</p>	<p>Being part of the negotiation team is critical.</p>	<p>Participation allows Budget & Finance to assist with the total impact of changes to the contracts – i.e., impact on payroll for changes made.</p>
<p>Review Past Due Accounts</p>	<p>Review collection past due balances from City of Hollywood customers in Utilities.</p>	<p>Ability to run a report and have the time and ability to follow up on past due accounts.</p>
<p>Forecasting, Analysis and Fiscal Preparedness</p>	<p>We have developed a five year forecast for the General Fund and Community Redevelopment Agency. However, we need to continue to improve long term forecasting and current and long term analysis.</p>	<p>We have been able to add a part-time budget position that has assisted with this process. However, additional staffing would be more helpful.</p>



CHALLENGE

Challenge	Description	Options for Overcoming Each Challenge
Physical work environment*	Inadequate space to operate; provide ample working areas and management offices, conference areas.	Build new Town Hall or lease building with ample space.
Revenue Picture	Because of downturn in economic conditions, demand driven revenues such as sales tax and state shared revenues are declining.	Find new sources of revenue or reduce expenses.
Pension Status*	Because of weak economy and high pension benefits, Town's contribution will increase.	Review pension benefits and make recommendations.
Property Values*	With property values slowly recovering, ad valorem revenue may stabilize.	Search for new revenue sources to offset potential decrease. Continue development of commercial based property. **
State Legislature	New state legislation can affect Town revenue.	Utilize Lobbyists to continue fighting for the Town of Davie.



<p>The Economy*</p>	<p>With the economy starting to improve, the Town's overall revenue is expected to stabilize (via a variety of revenue sources). If the economy turns around, it will no longer be considered a challenge for this purpose.</p>	<p>Search for new revenue sources to offset this potential decrease. **</p>
<p>Loss of Revenues Due to Build out*</p>	<p>With the Town of Davie approaching build out, revenue sources will continue to decline.</p>	<p>An economic development foundation can help bring business to Davie and greatly assist with our tax roll by increasing ad valorem revenue to the Town. This would be an ongoing revenue source for the Town. **</p>
<p>Changing a Town-wide Process without Considering the Big Picture.</p>	<p>There are times when a representative from another department may have a great idea in improving a process that has a Town-wide implication. However, that department representative needs to consider the impact on other departments and include them in the process. Our Department has inadvertently done this, but will try to prevent this in the future.</p>	<p>Better communication between all departments and consideration by the department initiating the process change. **</p>
<p>Unfunded Mandates</p>	<p>Mandates from other authorities that do not have funding attached to it.</p>	<p>Look for cost effective ways to address the unfunded mandates.</p>



E. Products & Services

The Budget & Finance Department has five work groups (General Accounting, Budget, Procurement, Payroll and Utility Customer Service), which all focus on the financial operations of the Town. The primary function of the Finance Department is accounting for all transactions in the organization and ensuring that there is an adequate internal control system that protects the Town's assets from loss or misuse, and that the Town's financial reporting accurately reflects the financial position.

The Department stakeholders include the Town Council, Town staff and residents, outside agencies and the Budget Advisory Committee, whom all rely on information produced by the Department. Town staff makes up the largest group of customers with whom the Budget & Finance Department has daily contact. The staff relies on the procedures developed by the Budget & Finance Department to meet all accounting, state and federal legal requirements. Utility Service customers rely on precise meter reading and billing statements that accurately reflect monthly consumption. The Davie residents constitute the largest stakeholder group for the Department and they rely on the accuracy of the Town's financial information and internal control structure to assure them that their tax dollars are being well managed.

Our products and services include the following:

- Continuous compliance with Governmental Accounting Standards Board (GASB)
- Procurement Policy Modifications
- Miscellaneous Receivables Modules
- Training other departments
- Debt management
- Bond Rating Presentations
- Retirement Benefits (Pension, 401a and 457 Plans)
- Comprehensive Annual Financial Report preparation
- Florida Sales Tax payment to Department of Revenue
- Conduit Bond Financing
- Cash Management
- General Accounting: Maintaining and recording transactions as needed; process daily cash; maintain and records transactions; process timely reports analyses; special projects. Reconcile bank accounts, filing state required reports. Process three weekly check runs; process SunTrust statements, procurement cards; process reports and requests.
- Payroll: The facilitating and processing of biweekly payroll, which includes the collecting, reviewing, and organizing of payroll related actions in a timely and professional manner using independent judgment and problem solving ability.



- Prepare payroll related benefits/deduction obligations for payment with United Healthcare, AFLAC, pension contributions, etc.
- Utility Billing: Working with utility operations, field customer services; weekly bill run; work orders; daily mail; cashier; NSF's; petty cash. All other Town department's cash receipt. Armored service.
- Budget: Annual budget; TRIM; revenue forecasting; monthly financial statements; information requests; special projects; fire and solid waste assessment; assist with Capital Improvement Program.
- Purchasing: Contracts; formal bids; informal bids; request for proposals/qualifications; travel requests; review credit card purchases. Review all requests prior to submission to accounts payable and all requisitions prior to becoming purchase orders.

What are the pricing, fee, or structures of your products or services?

Finance/Utilities Return Check:	\$25.00 for returned Utilities \$25.00 or 5% whichever is greater for returned Finance
Void/Reissue Fee	\$25.00

The Department also follows the applicable utility rate structure approved by the Town Council via ordinance.

F. Management & Organizational Structure

The Department's current staff of 22 consists of management, non-represented and represented employees. The Budget & Finance Department remains strong in its support to employees. The Budget & Finance Department is dedicated to providing appropriate and relevant recognition to staff, which demonstrate the true value of their ongoing contributions. The Budget & Finance Department recognizes an environment of respect and support that maximizes employee engagement and organizational excellence. The Budget & Finance Department remains committed to implementation of the performance management process, providing mentoring/coaching and career planning, providing development opportunities, and promoting diversity and equality during the hiring process.

The majority of the daily business is handled by the Budget & Finance Director who has been with the Town for over five years and has significant municipal and audit experience. The Deputy Budget & Finance Director is prepared to run the daily business operations with the coordination of other key personnel. This person has over 20 years with the Town as well as audit experience. In the absence of the Director and/or Deputy, each Division Supervisor will be able to handle the daily operations of the Department.



General Accounting – Prepares and records journal entries and cash receipts. Manages investments, accounts receivables, accounts payable and cash management activity. Provides financial information for management, auditors, state and federal agencies, including preparation of the annual financial report. Arranges debt financing.

Budget – Coordinates and directs all Town departments in order to prepare the annual budget documents for the Town Administrator and Town Council. Prepares all budget revisions, amendments and budget monitoring reports during the fiscal year.

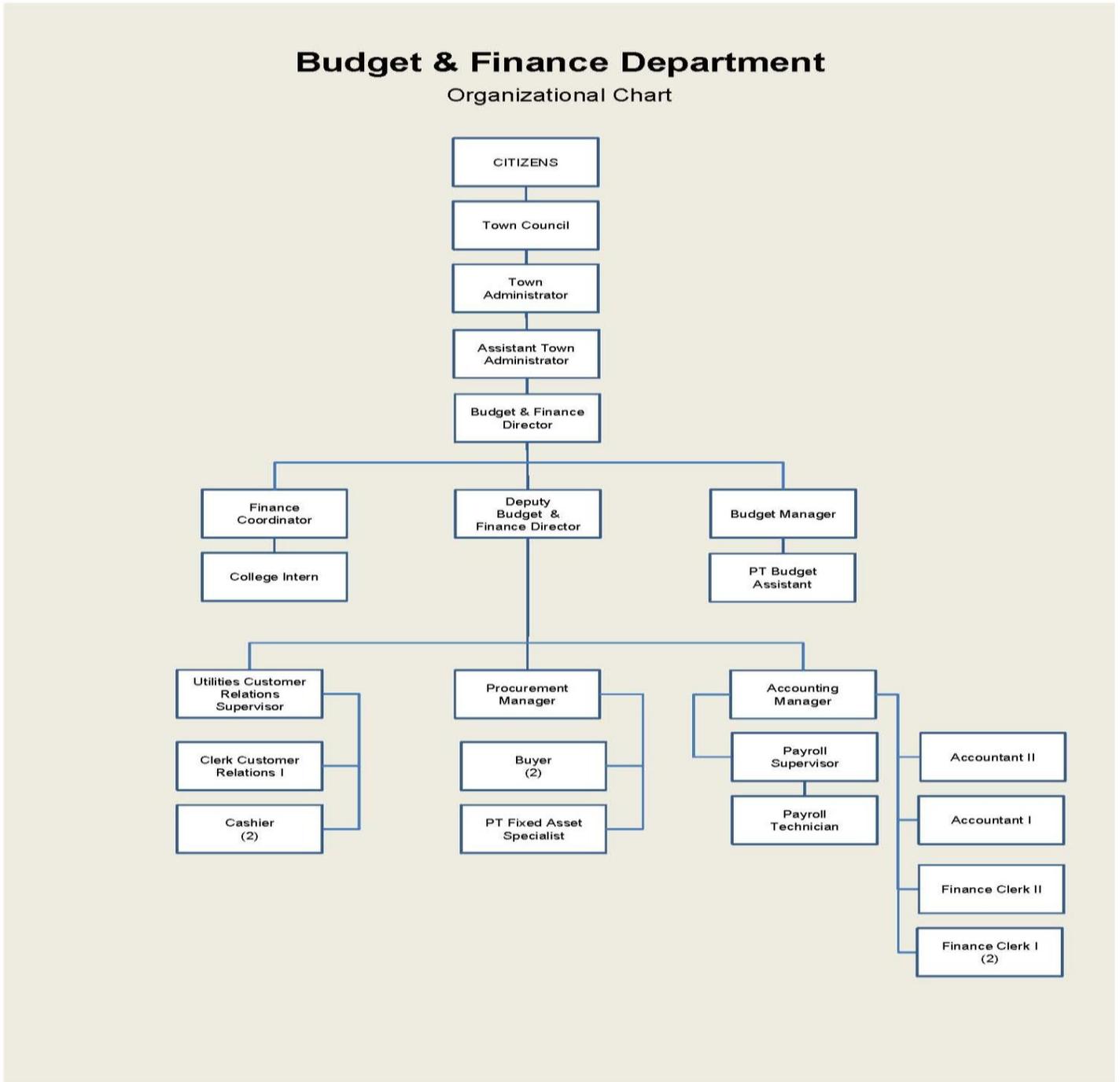
Procurement – Reviews all Town expenditures for compliance with Town’s purchasing policy including formal and informal bid items. Serves as Town’s contract manager on vehicle maintenance contract with the outside vendor, as well as contract manager support for all Town contracts as needed.

Payroll – Prepares payroll for all Town employees, including state and federal payroll reports as required. Processes payroll related deduction and benefit payments.

Utility Customer Service – Bills and collects for water and sewer service provided by the Town of Davie utility system on a monthly billing cycle. Provides in-person and telephone customer support.



The following is the Budget & Finance organizational chart:





Position descriptions for key employees include the following:

The Department's current staff of 22 consists of management, non-represented and represented employees. The department has a policy and procedure manual that is updated every few years and has updated the Town's first Purchasing Manual. The following positions are key employees for the Budget & Finance Department:

William W. Ackerman, Budget & Finance Director: Mr. Ackerman graduated from Florida Atlantic University with a master of business administration degree and a bachelor of science degree in accounting. Mr. Ackerman joined the Town of Davie in 2007 and has over 11 years of experience in local government. He also has over four years of experience working for the Fort Lauderdale office of the KPMG Peat Marwick, an international public accounting firm, where he focused on external audits for government entities. Mr. Ackerman is licensed by the state of Florida as a Certified Public Accountant and holds the designation of Chartered Global Management Accountant. Additionally, Mr. Ackerman is a member of the AICPA, FICPA, FGFOA and GFOA. Mr. Ackerman manages the daily operations of the department, oversees the financial record-keeping of the Town and ensures the maintenance of a central accounting system for the Town government consistent with established and accepted governmental accounting principles and practices. He is also responsible for coordinating, supervising and directing the financial activities of the Town.

Carol Menke, Deputy Budget & Finance Director: Mrs. Menke has worked for the Town of Davie for 22 years. Prior to joining the Town she worked three years for the Fort Lauderdale office of the international public accounting firm of KPMG Peat Marwick. Mrs. Menke holds a bachelor and a master's in accounting both from the University of Florida, Gainesville, Florida and is licensed by the state of Florida as a Certified Public Accountant and also holds the designation of Chartered Global Management Accountant and is a member of the AICPA, FICPA, FGFOA and GFOA. Mrs. Menke assists the Budget & Finance Director in managing the daily operations of the department as well as the annual preparation of the Town's Comprehensive Annual Financial Report. The Deputy Budget and Finance Director directly supervise the Procurement Manager, Accounting Manager, and Utilities Customer Service Supervisor positions. During her career with the Town, Mrs. Menke has served as the Acting Budget and Finance Director on two separate occasions for a combined tenure of two years.

Herb Hyman, Procurement Manager: Mr. Hyman has been in public procurement for twenty-five (25) years as the Procurement Manager for the Town of Davie. Prior to working in the public sector, Mr. Hyman worked as a buyer, purchasing agent, and contracts administrator for some of the largest architectural/engineering firms in the world, including The Bechtel Corporation and Ebasco Services. Mr. Hyman holds a bachelor of science in mathematics from Hunter College in New York.



He earned his designation as CPPO and CPPB from the UPPC in 2009 and 1992 respectively. Additionally, Mr. Hyman has earned his FCPM, FCPA, and FCCN from the state of Florida.

Mr. Hyman served on the nominating committee for the SE Florida chapter of NIGP from 2005 through 2007, and was its Vice President in 2008 and its President in 2009. He has also served as chairperson for the SE Florida Cooperative Purchasing Group.

Colleen Ryan, Budget Manager: Colleen Ryan has worked for the Town of Davie for more than 10 years. Ms. Ryan started her career with the Town as its Grants Specialist, and became the Budget Manager in 2007. As Budget Manager, Ms. Ryan is responsible for creating, tracking and managing the Town's annual budget. Prior to joining the Town, Ms. Ryan worked in the refugee assistance field with a focus on refugee processing and resettlement. Ms. Ryan worked with refugees and on refugee issues for the United Nations High Commissioner for Refugees; the International Rescue Committee, and the American Council for Voluntary International Action in the United States, the former Yugoslavia, Pakistan, and other countries. Ms. Ryan has a Bachelor of Arts degree from Georgetown University and attended Nova Southeastern University law school.

Patricia Locke, Accounting Manager: Ms. Locke graduated from Nova University with a degree in Business Administration in 1995. Ms. Locke started with the Town of Davie in 1987 and has worked in other local governments. In 2000, she earned a certificate of completion from Texas Tech University Southwest School of Governmental Finance. In addition, Ms. Locke also earned her CGFO Certification in 2004 from the FGFOA. Ms. Locke manages the daily operations of accounting functions for the Town and oversees and maintains the Town's bank and investment accounts. Ms. Locke is responsible for coordinating and supervising Payroll, Accounts Payable and the accounting staff.

Alberto Jimenez, Utilities Customer Service Supervisor: Mr. Jimenez graduated from Ricardo Palma University (Lima, Peru) with a bachelor of science in economics in 1994. Mr. Jimenez also attended Pontificia Catholic University of Peru (Lima, Peru) and was awarded a diploma in Specialization on Projects Preparation and Evaluation in 1995. In 2006, Mr. Jimenez attended Broward Community College and received a certificate on accounting applications. Mr. Jimenez joined the Town of Davie in 2007 and manages the daily operations of Utilities Customer Service. The main responsibilities of Utilities Customer Service are to ensure the proper billing and collection of Town provided water and sewer services; answer customers' questions resolve customers concerns in a timely manner; and prepare daily bank deposits for all incoming Town revenues. Mr. Jimenez supervises a staff of three fulltime employees.



Raquel Gray, Finance Coordinator: Ms. Gray started working for the Town in 1993 after working for other local governments and received her associate of arts in business administration from Broward College. Ms. Gray is a liaison between employees and three of the Town's pension plans (401, 457 and Management and General Defined Benefit Plan). She answers residents' questions regarding the Town's approved special assessments and millage rates and routes calls received by the department to the appropriate employee or agency. In addition she assists the Budget & Finance Director and the Deputy Director as well as works independently on many special reports and projects each year. Ms. Gray also gathers statistical information for the Town's Comprehensive Annual Financial Report and ensures that the report is filed with the correct agencies and institutions.

G. Personnel

When a position opens in the Department, the Director and Deputy review the position's necessity and scope of responsibilities. Any adjustments are made in conjunction with the Human Resources Department. The Department budgets enough money to ensure that employees receive appropriate training and utilizes a pay structure as dictated by the Human Resources Department. We recently reviewed and updated all the position descriptions within our department in coordination with the Human Resources Department.

There are 22 employees in the Budget & Finance Department. The staff is mostly professional and there are no unskilled employees in the department. Some employees are currently attending college classes in order to receive degrees. Several of the employees in the department started entry-level positions or as college interns and because of the quality of their performance were promoted or obtained full-time positions with the Town. The department uses the pay structure provided by the Human Resources department and as agreed under the collective bargaining agreement. The Human Resources department usually handles trainings and if an employee requests additional training to enhance their job performance, the Budget & Finance Department will support the request as long as funds are available.

Every few years the department updates its Policies and Procedure Manual, which includes what tasks, are completed by each division. A few years ago, an outside consultant reviewed everyone's job description and met individually with staff in the Budget & Finance Department. The consultant recommended some positions merit either a salary increase or a change in job title.

The department is currently using an outside vendor to prepare significant portions of its Comprehensive Annual Financial Report, fixed assets, EMS billings, Utility billings, lockbox processing and W-2 printing/mailing. Positions in the department that are covered by a union contract include Utilities Customer Service Representative/Relations, Finance Clerk II, Finance Clerk I, and the Buyer.



H. Budget & Financial Plans

A financial plan usually consists of a 12-month profit and loss projection, a four-year profit and loss projection (optional), a cash-flow projection, a projected balance sheet, and a break-even calculation.

Budget & Finance Department - Financial Summary

	2011 Adopted Budget	2011 Actual Amount	2012 Adopted Budget	2012 Actual Amount	2013 Adopted Budget
Fund: 001 General Fund					
Expenditures					
PS - Personnel Services	\$1,189,002.00	\$1,183,865.29	\$1,436,427.00	\$1,388,324.01	\$1,457,572.00
OE - Operating Expenditures	\$95,626.00	\$82,062.86	\$84,752.00	\$72,138.47	\$78,830.00
CO - Capital Outlay	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fund Total: General Fund	(\$1,284,628.00)	(\$1,265,928.15)	(\$1,521,179.00)	(\$1,460,462.48)	(\$1,536,402.00)
Fund: 180 Community Endowment Fund					
Expenditures					
OE - Operating Expenditures	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
GR - Grants and Aids	\$390,365.00	\$390,364.84	\$338,939.00	\$294,980.92	\$291,735.00
OU - Other Uses	\$0.00	\$760.00	\$0.00	\$0.00	\$0.00
Fund Total: Community Endowment Fund	(\$390,365.00)	(\$391,124.84)	(\$338,939.00)	(\$294,980.92)	(\$291,735.00)
Fund: 500 Vehicle Maintenance Fund					
Expenditures					
PS - Personnel Services	\$54,980.00	\$55,462.55	\$55,346.00	\$55,220.08	\$56,139.00
OE - Operating Expenditures	\$2,852,951.00	\$3,658,629.18	\$2,757,655.00	\$3,431,457.01	\$2,920,992.00
CO - Capital Outlay	\$1,171,933.00	\$0.00	\$793,895.00	\$0.00	\$1,071,485.00
OU - Other Uses	\$0.00	\$0.00	\$1,000,000.00	\$1,000,000.00	\$0.00
Fund Total: Vehicle Maintenance Fund	(\$4,079,864.00)	(\$3,714,091.73)	(\$4,606,896.00)	(\$4,486,677.09)	(\$4,048,616.00)
Expenditure Grand Totals:	\$5,754,857.00	\$5,371,144.72	\$6,467,014.00	\$6,242,120.49	\$5,876,753.00



III. Department Goals/Objective, Strategic Outcomes, Action Steps, and KPI

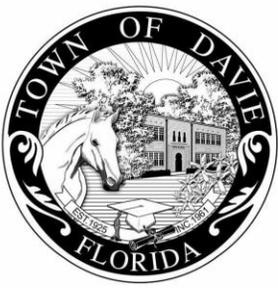
This section consists of the Budget & Finance Department's goals and objectives, outcome, action steps and KPI's:

Goals/Objectives:

- 1 Coordinate with the Town's auditors, provide account reconciliations, and audit schedules to expedite the audit process and reduce the time needed to complete the Comprehensive Annual Financial Report.
- 2 Continue to provide timely financial information and analyses to facilitate the proper administration of the Town.
- 3 Respond to our customer needs with professionalism and with accurate information.
- 4 Ensure financial liquidity to meet normal operating and contingent obligations.
- 5 Coordinate the preparation of the annual operating budget document and adopt the final budget in compliance with State statutory requirements and deadlines.
- 6 Provide informative and timely information to departments.
- 7 Provide training/educational opportunities to Town budget personnel.
- 8 To ensure timely coordination of all procurement functions in compliance with Federal, State and local rules and regulations Town.
- 9 Educate Town employees on the Procurement Process
- 10 Maintain Current Certification and Professional Memberships
- 11 To ensure timely coordination of all payroll functions in compliance with Federal, State and local rules and Town regulations.
- 12 Educate Town employees on the Payroll Process
- 13 Coordinate the preparation of the monthly bills and ensure timely and accurate distribution of bills to customers.

Strategic Outcomes:

- 1a Maintain or improve the Town's current bond ratings. **SP 2, 4**
- 2a Maintain financial reserves of 25% of General Fund budgeted expenditures. **SP 2, 4**
- 3a Maintain Current Certification/State Licenses and Professional Memberships. **SP 2, 4**
- 5a Adopt the Annual Budget in compliance with all TRIM requirements **SP 2, 4**
- 6a Produce Monthly Financial Statements **SP 2, 4**



- 8a High percentage of bid and/or selection committee recommendations ratified by council **SP1**
- 9a Employees are educated on the Procurement Process **SP 2, 4.**
- 10a Attend relevant trainings/seminars to ensure updated rules and regulations are implemented
- 11a Minimal percentage of payroll corrections **SP 2, 4**
- 12a Employees are educated on the Payroll Process **SP 2, 4**
- 13a Coordinate the preparation of the monthly utility bills and ensure timely and accurate distribution of bills to customers **SP 1, 4**

Key Performance Indicators	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
1a) Maintain or improvement of the Town's current bond ratings	Yes	Yes	Yes	Yes	Yes
2a) Maintaining General Fund Reserves at 25% of Budgeted Expenditures- Per Approved Council Resolution	Yes	Yes	Yes	Yes	Yes
3a) Maintain Current Certification/State Licenses and Professional Memberships	Yes	Yes	Yes	Yes	Yes
5a) Adopting Annual Budget in compliance with all TRIM requirements	Yes	Yes	Yes	Yes	Yes
6a) Produce Monthly Financial Statements	12	12	12	12	12
6b) Number of Budget Transfer Requests – Under \$5,000	0	18	20	24	20
6c) Number of Budget Transfer/Amendment Requests – Over \$5,000	0	53	60	62	60
8a) Council ratifying 99% of bid selection committee recommendations.	100%	100%	100%	100%	100%
9a) Employees are educated on annual basis on the Procurement Process (Formal or Informal)	Yes	Yes	Yes	Yes	Yes
11a) Percentage of Payroll Corrections Due to Payroll Errors	<2%	1%	<2%	.9%	<2%
12a) Timekeepers are educated on annual basis on the Payroll process (Formal or Informal)	Yes	Yes	Yes	Yes	Yes
13a) Number of adjustments made to customers accounts due to billing errors.	*	*	160	91	160
	* Not Applicable				



III. Operational Plan

The Budget & Finance Department opens at 8:30 a.m. and closes at 5:00 p.m., although staff will be here before and after these hours. The department is located at 6591 Orange Drive, Davie, Florida 33314 in Building B. The Department consists of the following divisions: General Accounting, Budget, Procurement, Payroll and Utility Customer Service. Each division handles their daily operations and each employee has their own work stations. The Budget & Finance Department shares its office area with the Information Technology Department. The General Accounting Division consists of an Accounting Manager, two Finance Clerk I's, an Accountant I and II, and a Finance Clerk II. The Payroll Division consists of the Payroll Supervisor and Payroll Technician. The Budget Division consists of one Budget Manager and one part-time Budget Assistant. The Procurement Division consists of the Procurement Manager, two Buyers and one part-time Fixed Asset Specialist. The Utility Customer Service consists of the Utility Customer Service Supervisor, the Clerk Customer Relation I and two cashier receptionists. The Finance Coordinator is the support staff for the Director and Deputy. If issues arises that the division supervisor cannot handle, either the Director or the Deputy will intervene as a last resort.

Production

The Budget & Finance Department offers a variety of services:

- General Accounting
- Budget
- Procurement
- Payroll
- Utility Customer Service

The Budget & Finance Department policy and procedure manual is reviewed and updated every few years, and in the interim the department continuously strives to improve how we deliver our products and services.

Legal Environment

There are several different types of legal requirements that the Budget & Finance Department must adhere to and some of the requirement includes:

- Property Tax Legislation
- Coordinate the preparations of the Town's annual budget document and adopt the final budget
- Other Post Employment Benefits (OPEB) Trust – GASB 45



- Coordinate the preparation of the comprehensive annual financial report (CAFR) and the year-end external financial audits
- Internal Revenue Service (IRS)
- Preaudit all Purchase Orders, Receipts and Disbursements; Prepare Payrolls; Prepare and Issue All Checks; Keep General Accounting Records; Maintain or Supervise Cost Accounts; Maintain Inventory Records of all Municipal Property and Assist the Town Administrator in all Budget matter
- Purchasing Policies (Dollar Thresholds)
- Bond Covenants
- Governmental Accounting Standards Board (GASB)
- Budget Advisory Committee
- Arbitrage Calculation
- Bill and collect for water and sewer services provided by the Town
- Sales Tax Reporting
- Unclaimed Property Reporting
- SEC Continuing Disclosure
- Property (Fixed Asset) Listing
- State Revenue Sharing Certification
- Records Retention Requirements
- Pension Census Data
- Pension Contributions
- State Highway Expenditures Reporting
- Misc. Vendor 1099 Reporting

Inventory

The following equipment is currently being used by department personnel: computers, leased copier, printers, functional filing system, scanners, telephones, safe, and cash register.



IV. Appendices

The Budget & Finance Department has included the following as part of our appendices:

- Annual Budget Calendar
- Water and Sewer Service Rates
- Utility Department Customer Information
- Utilities Customer Application
- The following are equipment currently being used by department personnel: computers, leased copier, printers, functional filing system, scanners, telephones, safe, and cash register.

The following can be located on the World Wide Web:

- The link to the Town's Annual Budget: http://www.davie-fl.gov/Pages/DavieFL_BudgtFinan/budgets
- The link to the Town's Vendor application: http://www.davie-fl.gov/Pages/DavieFL_BudgtFinan/purchasing
- The link to the Town's signed W-9: http://www.davie-fl.gov/Pages/DavieFL_BudgtFinan/index
- The link to the Town's Comprehensive Annual Financial Report: http://www.davie-fl.gov/Pages/DavieFL_BudgtFinan/Comp.%20Report
- The link to W-4: <http://www.irs.gov/>



**Town of Davie, Florida
Budget Calendar
Fiscal Year 2013**

When	Who	What
March 29, 2012 10:00 AM - 5:00 PM	Administration Department Directors	<p>Internal Executive Retreat to discuss and outline budget initiatives to present to Council at the Vision and Goal Setting Session.</p> <p>BUDGET KICKOFF</p> <p>Distribute the FY2013 Budget Instructions and materials to all departments.</p> <p>Distribute draft payroll/personnel budget projection. - Department's review & corrections to projection are due back to Finance by April 13, 2012.</p> <p>Budget module enabled in NWS/Logos for department budget input.</p>
April 2012	All Departments	<p>Optional Training: Budget Entry in NWS/Logos, April 6, 2012, 10:00 AM-12:00 PM, Council Chambers.</p> <p>Finance to provide fuel, water/ww, fleet and electric budgets to departments by April 9, 2012.</p> <p>Employee Budget Sessions: April 3, April 5, April 11, 2012</p> <p>Departments' review/corrections of draft payroll projection due by April 13, 2012 >>> Finance to provide updated draft payroll projection to departments by April 25, 2012.</p> <p>Town Council Vision & Goal Setting Session, April 13, 2012, 10:00 AM-5:00 PM.</p> <p>Schedule Budget Workshops. Proposed dates: 1) June 20, 2012; 2) July 18, 2012; 3) August 15, 2012</p> <p><u>APRIL 30, 2012</u> - Deadline for departments to enter their requested FY2013 Budget into NWS/Logos and submit all supporting items.</p>



**Town of Davie, Florida
Budget Calendar
Fiscal Year 2013**

When	Who	What
May 2012	Finance All Departments	<p>Provide department budget requests to TA by May 11, 2012. Provide draft budget and updated payroll projection to department directors.</p> <p>Department Budget Meetings with Administration & Finance, May 15-25, 2012.</p> <p>All revisions to Departments' budget requests, supporting schedules, organization charts and payroll projection are due to Finance <u>by May 30, 2012.</u></p>
June 2012	Finance Town Council All Departments Finance	<p>BCPA issues Preliminary Taxable Values estimates and data for special assessments, June 1, 2012.</p> <p>Revise 2013 draft budget based on department meetings, State legislative actions, preliminary tax revenue projections, special assessment data and Administrator's direction. Prepare budget for 1st Budget Workshop.</p> <p>Submit draft budget to Town Administrator, est. June 7, 2012.</p> <p>Submit draft budget to Town Council, est. June 13, 2012 depending on scheduling of Budget Workshop.</p> <p>Hold 1st Budget Workshop, June 18-29, 2012 date TBD.</p> <p>Budget Narratives Deadline TBD.</p> <p>Revise draft budget based on direction from 1st Budget Workshop and updates to revenue estimates. Prepare for 2nd Budget Workshop.</p>



**Town of Davie, Florida
Budget Calendar
Fiscal Year 2013**

When	Who	What
September 2012	Town Council, All Departments	<p>September 5, 2012: 1st Public Hearing - Tentative FY2013 millage rate and budget are approved.</p> <p>September 14, 2012: Public Hearing to adopt Fire Assessments and Solid Waste Assessments.</p> <p>September 14, 2012: Finance publishes Budget Ads in local newspaper.</p> <p>September 19, 2012: Final Public Hearing - FY2013 millage rate and budget must be adopted.</p> <p>September 24, 2012: Certify adopted millage rate to Property Appraiser and State within 3 dates of final budget hearing.</p>
October 2012	All Departments Finance	<p>FY2013 Budget goes into effect October 1, 2012.</p> <p>By October 19, 2012: Prepare, certify and mail TRIM compliance package to State within 30 datys of final budget hearing.</p>



**WATER AND SEWER SERVICE RATES
EFFECTIVE OCTOBER 1, 2011
ORDINANCE 2007-38**

MONTHLY BASE RATE

RESIDENTIAL BASE RATE

	<u>Water</u>	<u>Sewer</u>	<u>Combined</u>
Single Family Home	\$18.97	\$33.96	\$52.93
Multiple Unit Residential Including duplexes, townhomes, Etc. (per dwelling unit)	\$15.16	\$27.17	\$42.33
Mobile Home Units (per dwelling unit)	\$11.37	\$20.38	\$31.75

NON-RESIDENTIAL/COMMERCIAL/INSTITUTIONAL CLASS BY METER SIZE

	<u>Water</u>	<u>Sewer</u>	<u>Combined</u>
” or less	\$18.97	\$33.96	\$52.93
1”	\$47.39	\$84.90	\$132.29
1-1/2”	\$94.80	\$169.79	\$264.59
2”	\$151.67	\$271.67	\$423.34
3”	\$284.38	\$509.38	\$793.76
4”	\$473.98	\$848.97	\$1,322.95
6”	\$947.96	\$1,697.94	\$2,645.90
8”	\$1,516.74	\$2,716.71	\$4,233.45

IRRIGATION CLASS

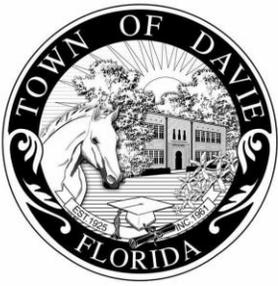
	<u>Water</u>
Minimum up to 1 ERC (Equivalent Residential Connection (350 GPD))	\$18.97
For each additional ERC (350 GPD) (as calculated by Utility Department)	\$18.97

VOLUME CHARGE

WATER

Volume charge per 1,000 gallons for water (Single family, Multi-Unit, Mobile Home and Irrigation Classes)

Block 1	\$3.13
Block 2	\$4.67
Block 3	\$6.23
Block 4	\$7.79
Block 5	\$9.37
Block 6	\$10.93



Volume charge per 1,000 gallons of water (Non-residential, Commercial and Institutional Classes)

All Usage \$4.03

SEWER

Volume charge per 1,000 gallons of sewer (All retail classes)

All Usage \$6.12

Wastewater billing cap for single family accounts – 15,000 gallons

Wastewater billing cap for multi-unit accounts – 12,000 gallons

Wastewater billing cap for mobile home accounts – 9,000 gallons

PRICE BLOCKS BY CUSTOMER CLASS

	Block 1	Block 2	Block 3	Block 4	Block 5	Block 6
Single family	5,000	10,000	20,000	30,000	50,000	Over 50,000
Multi-Unit	4,000	8,000	16,000	24,000	40,000	Over 40,000
Mobile Home	3,000	6,000	12,000	18,000	30,000	Over 30,000
Irrigation	5,000	10,000	20,000	30,000	50,000	Over 50,000

CONSERVATION SURCHARGE (PER ORDINANCE 2008-5)

Block 1	0%	\$ 3.13 per thousand gallons
Block 2	10%	\$ 5.14 per thousand gallons
Block 3	20%	\$ 7.48 per thousand gallons
Block 4	30%	\$10.13 per thousand gallons
Block 5	40%	\$13.12 per thousand gallons
Block 6	50%	\$16.40 per thousand gallons

ACCOUNT DEPOSIT

Residential (Single-family, Multi-Unit, Mobile Home)

Water Service	\$ 50.00
Sewer Service	\$ 50.00
Water & Sewer Service	\$100.00

Residential – Rental Units (Single family, multi-unit, mobile home)

Water Service	\$ 75.00
Sewer Service	\$ 75.00
Water & Sewer Service	\$150.00



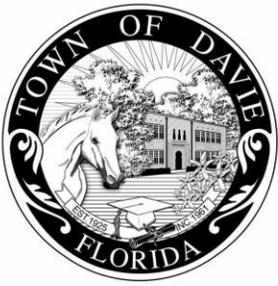
Non-Residential, Commercial Institutional

	WATER DEPOSIT	SEWER DEPOSIT	WATER & SEWER DEPOSIT
5/8" or 3/4"	\$ 75.00	\$ 75.00	\$150.00
1"	\$150.00	\$150.00	\$300.00
1-1/2"	\$200.00	\$200.00	\$400.00
2"	\$300.00	\$300.00	\$600.00

Irrigation Meters - \$50.00 for each calculated ERC

MISCELLANEOUS CHARGES

Connect Charge:	Between 8:30 am and 5:00 pm Monday through Friday, to establish service at Customer's request	\$30.00
	After 5:00 pm or during Weekends or Holidays, to establish service at Customer's request	\$100.00
Disconnect Charge:	Between 8:30 am and 5:00 pm Monday through Friday, for non-payment of account or returned checks	\$30.00
	After 5:00 pm or during Weekends or Holidays, for non-payment of account or returned checks	\$100.00
	Reconnection will be at no additional cost once payment is received.	
Late Charges:	Payment will be considered late if not received by 5:00 pm on the DUE DATE indicated on the bill. The late charge is \$7.00 or 12% of the bill, whichever is the greatest.	
Returned Checks:	There will be a charge of \$25 for all returned checks. If payment for returned check is not made before date On bill, a late charge will be added.	
Tampering Charge:	There will be a charge of \$300 for tampering with any Utility service, plus any and all repair costs incurred.	
Removal of Jumper or other Illegal Bypass		\$250.00
Unauthorized Use of Water from Fire Hydrant:		\$500.00



TOWN OF DAVIE UTILITY DEPARTMENT
6591 SW 45 STREET (ORANGE DRIVE)
DAVIE, FL 33314
WEBSITE: WWW.DAVIE-FL.GOV

Phone Numbers: (954) 797-1065 Business Office
 (954) 327-3750 After Hours & Emergency

Office Hours: 8:30am to 5:00 pm Monday – Friday
 Closed weekends & holidays

RESIDENTIAL ACCOUNTS

		OWNERS	RENTERS
Account Deposits: Per Unit	Water Service	\$50.00	\$75.00
	Sewer Service	\$50.00	\$75.00
	Water & Sewer	\$100.00	\$150.00
Monthly Base Charges: Per Unit		<u>Water</u>	<u>Sewer</u>
	Single Family	\$18.97	\$33.96
	Multi-Unit	\$15.16	\$27.17
	Mobile Home	\$11.37	\$20.38

COMMERCIAL ACCOUNTS/INSTITUTIONAL

Account Deposits:	<u>Meter Size</u>	<u>Water</u>	<u>Sewer</u>
	5/8 inch	\$75.00	\$75.00
	1 inch	\$150.00	\$150.00
	1-1/2 inch	\$200.00	\$200.00
	2 inch	\$300.00	\$300.00
	3 inch & over	By negotiation with director	
	Irrigation	\$50.00 per calculated ERC	
Monthly Base Charges:		<u>Water</u>	<u>Sewer</u>
	5/8 inch meter	\$18.97	\$33.96
	1 inch meter	\$47.39	\$84.90
	1-1/2 inch meter	\$94.80	\$169.79
	2 inch meter	\$151.67	\$271.67
	3 inch meter	\$284.38	\$509.38
	4 inch meter	\$473.98	\$848.97
	6 inch meter	\$947.96	\$1697.94
	8 inch meter	\$1516.74	\$2716.71

**** New Account Charge on customer's first bill is \$30.00 (Residential & Commercial Accounts)**

- * **Owners are responsible for payment of base charges on vacant units.**
- * Billing is monthly. Due dates are printed on bills. **Failure to pay on due date will result in a late fee.**
- * Failure to pay two (2) monthly billings will result in disconnection of service and a \$30.00 disconnect fee.
 If payment is not received in the office by 5:00 PM, Service will not be reconnected until the following business day.
- * Payments may be made with cash, check or money order (No credit or debit cards at this time).
- * For your convenience there is a night drop on the West side of the Town Hall complex.
- * **Payments dropped off after 8:30 am will be processed the following business day.**

For other services, please contact:

Electric	Florida Power & Light	(954) 797-5000
Telephone	Bell South	1-888-757-6500 RES) 1-866-620-6000 (BUS)
Garbage	Waste Management	(954) 974-7500 (Owners must establish)
Recycling	Gay MooYoung	(954) 797-1045
Gas	Teco Peoples Gas	1-877-832-6747
Drivers Licenses	FL Dept of Motor Veh	(954) 497-1570
Cable TV	Bell South 1-877-463-4448 or Comcast	1-800-266-2278
Broward Cty Property Appraiser	Homestead Exemption	(954) 357-6830



TOWN OF DAVIE
Attn: Utility Customer Service
6591 ORANGE DRIVE
DAVIE, FLORIDA 33314

PHONE NO.: (954) 797-1065
FAX NO.: (954) 797-1049

DEPOSIT AMOUNT: _____ For Office Use
CUSTOMER ID _____ LOCATION ID _____

NAME: _____

SERVICE ADDRESS: _____ ZIP CODE: _____

DATE OF CONNECTION: _____

TELEPHONE NO. () _____ FAX NO. () _____

DRIVER'S LICENSE NO. _____

E-MAIL ADDRESS: _____

MAILING ADDRESS _____ ZIP CODE: _____

CHECK ONE:

- _____ Residential - Tenant Date of Lease _____ (Copy of Lease Required to Connect Service)
- _____ Residential - Owner Closing Date _____ (Proof of Ownership Required to Connect Service)
- _____ Commercial Occupational License Date _____ Occupational License No. _____
(Copy of Occupational License or License Application Required to Connect Service)

CUSTOMER SIGNATURE: _____



VI. REFINING THE PLAN

The business plan presented above will be modified to suit our Department's specific type of business and the audience for which the plan is written. We will consider the economic outlook at a micro and macro level and we will continue to stay abreast of changes that occur that would affect our department or the Town.



(Community Redevelopment Agency) Business Plan 1

**COMMUNITY REDEVELOPMENT AGENCY
BUSINESS PLAN**

Town of Davie
WILL ALLEN
REDEVELOPMENT ADMINISTRATOR
(954) 797-2093
will_allen@davie-fl.gov



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II. General Department Description

Mission Statement

Eliminate and prevent conditions of slum and blight, enhance the tax base, encourage affordable housing, and to facilitate redevelopment activities by the private sector within the limits of the redevelopment area of the Town.

Value Statement/Philosophy

Department Philosophy:

In accordance with the values expressed by the Town Council about a commitment to customer satisfaction, the CRA staff strives to provide excellent customer satisfaction for residents, business owners, and prospective business owners within the CRA. This is done in a number of ways including interaction with each of the groups mentioned as well as with Town personnel. The CRA treats all of its customers with respect and integrity by responding to requests in a timely manner with answers to customer's questions or by directing them to the proper department for answers. By accomplishing these goals the CRA aspires to provide leadership that inspires others to embrace the same values. Examples of the types of services rendered will be listed below.

The CRA provides financial backing for special events and improvements to Town of Davie properties. The CRA helps sponsor special events such as the Orange Blossom Festival and the Southeast Circuit Finals Rodeo. The CRA also provides financial assistance for the Old Davie School and the Town of Davie Arena at the Bergeron Rodeo Grounds. The CRA has paid for improvements such as a sanitary lift station (\$150,000) and installation of new windows (\$72,000) at the Old Davie School. The CRA has also paid for improvements such as the large fans (\$90,904) recently installed at the rodeo arena. This speaks to working toward customer satisfaction and also meets the strategic priority of creating an environment conducive to innovation, creativity and collaboration.

The CRA has supported existing and new businesses through programs in place such as the Commercial Property Improvement Program and the Commercial Loan Subsidy Program. These programs meet the strategic priorities of dedication to excellence in service delivery as well as nurturing the health, safety and welfare of the community. The CRA has provided six Commercial Property Improvement Grants since this program was initiated in 2009 and more grants are in the pipeline such as the Wells Fargo Bank and a new restaurant called the Pita Pit.



Examples of these programs resulting in significant improvements to businesses in the Davie Road area include the Flashback Diner, Grifs Western, Security Innovative Solutions and the Army/Navy Store complex. As an example of the results leading to each of the four strategic priorities being utilized, the example of Flashback Diner will be given. The CRA worked extremely closely with the new owner of the property towards developing a new plan for the site which was formerly a vacant Lums Restaurant. The CRA developed a new grant, the Commercial Property Improvement Grant, to provide \$100,000 toward the new improvements and provided a Commercial Loan Subsidy Grant which paid out another \$57,635 toward the new improvements. This example of providing customer service and creating a spirit of creativity and creation resulted in a terrific new restaurant being developed on the site which was developed for nearly \$800,000 plus the purchase price of the property. This business is now hugely successful and is an example of nurturing the health, safety and welfare of the community.

The CRA is deeply involved in providing infrastructure improvements in projects both east and west of Davie Road. A 3-phase infrastructure improvements plan is in the process of being implemented on the east side of Davie Road. These improvements will provide benefits to both residents and business owners. The first phase of the improvements has been completed and the next two phases will be done in the near future. One of the improvements being installed is providing stormwater runoff improvements which will improve drainage in the area. The improvements include building storm sewers, providing a storm water retention area which will meet the requirements of the Central Broward Water Control District, and providing for an outfall from the storage facility. The infrastructure improvements also include the installation of new water lines to provide increased fire protection including the installation of water hydrants. Sewer connections were also made in the first phase. Similar sorts of improvements are planned for the west side of Davie Road such as a new water retention area and installation of a road way at the rear of properties on the west side of Davie Road. Plans are being made to make improvements to Davie Road itself. These projects are certainly an example of nurturing the health, safety and welfare of the community.

As shown in the above examples, the CRA places very high importance on customer driven satisfaction and attempts to collaborate with the citizens of the community to provide excellent services and which enhances the health, safety and welfare of the community.



EXECUTIVE SUMMARY

The Community Redevelopment Agency (CRA) strives to make the 1104 acre redevelopment area into a great place to live, work and play. This area contains residential neighborhoods, commercial corridors and industrial areas and the CRA strives to provide assistance to each of these areas. The core purpose of the CRA is to eliminate and prevent conditions of slum and blight by enhancing the tax base, encouraging affordable housing and facilitating redevelopment activities to encourage growth and prosperity.

The current recession makes it difficult to obtain financing for new businesses but the CRA has developed programs to encourage and enhance local businesses to improve or redevelop their properties. The CRA has developed a Commercial Property Improvement Grant to provide financial assistance to businesses seeking to expand, relocate to the area, or start a new business. The Commercial Loan Subsidy Program also is available to assist in improving the properties within the CRA. The Commercial Property Improvement Grant provides for 1/3 of improvement costs to make physical improvements to the building or property improvements. Examples of businesses which have taken advantage of this program are the Flashback Diner, Grifs Western, Security Innovative Solutions, and the Army/Navy store complex. The Commercial Loan Subsidy Program has been in effect for a longer period and 14 businesses have taken advantage of this program to improve the interior or exterior of their business. This program provides an incentive for development by paying the first five percent of interest on a construction loan for the first five years of the loan. Businesses which have taken advantage of this program include Dairy Queen, Davie Professional Building, and Davie Battery and Alternator. These two programs are explained in Appendices A and B. It is anticipated that new proposals to take advantage of these programs will be forthcoming such as Wells Fargo Bank and a Pita Pit restaurant.

The CRA has financed a study of Davie Road to see what type of improvements can be made to the road to make it more pedestrian friendly. The study is looking at the possibilities for cross walks, signalization, and possibly installing a median along the road. One option may be to have a system of by pass roads so that amenities such as bike lanes can be installed.

The CRA is involved in assisting residential areas as well. The CRA has constructed affordable housing in Key West style homes in the Potter Park area. The CRA has also provided five lots upon which Habitat for Humanity built affordable housing. The CRA donate three lots to Broward County and they are using hurricane relief money to construct three more of the Key West style homes. The CRA has also been active in providing recreational facilities in the east side. The CRA donated property to the Town of Davie for the construction of the Potter Park Multipurpose Facility. The CRA has also provided infrastructure to the areas such as sidewalks and street lights. The CRA has undertaken a three-phase infrastructure improvement on the east side which provides drainage through storm sewers, new potable water lines and sanitary sewers. The stormwater improvements also greatly benefit the commercial properties along Davie Road. The stormwater facilities provided meet the requirements of the Central Broward Water Control District and each business does not have to provide a water retention area on their property as a result.



The CRA is also involved in providing improvements on the west side of Davie Road to provide storm water retention and provide water lines. The ultimate goal is to have the infrastructure in place as the economy recovers from current conditions so business entrepreneurs want to redevelopment properties along Davie Road so they can proceed with redevelopment when economic times are better. The CRA has approved a \$20 million bond issue and these funds will be utilized to pay for the infrastructure improvements.

The Davie CRA helps provide for a number of programs which assists the Town of Davie. These programs are as varied as providing funding for historical and recreational functions such as the Old Davie School and the Town of Davie Rodeo Arena at Bergeron Rodeo Grounds. The CRA also supports special events such as the Southeast Circuit Rodeo Finals Rodeo and the Orange Blossom Festival.

The CRA is also active in pursuing the goals of the Regional Activity Center and the Transit Oriented Corridor. The CRA has been an active participant in helping formulate the policies for these areas and the land use regulations for these areas.

The CRA is financed through tax increment financing. The funding is a function of the tax assessment of properties within the CRA and the tax rates of the various government entities which pay into the fund. There has been a decrease in recent years in the assessed value of the properties which has resulted in a decrease in the funds received by the CRA. Funding has decreased by more than 30% over the past five years. The annual revenues of the CRA have dropped from \$3,798,220 in 2008 to a projected \$2,456,000 for 2013. These cutbacks have affected the number of programs the CRA can fund and the amount of funding for each program. The CRA passed a bond issue for \$20 million and the principal and interest each year is \$1,756,320. The CRA has accumulated a fund balance of about \$10 million which can get us through a few years without reducing programs. It is hoped the assessed values will increase in the next couple of years to allow more funding to be available.

Many of the projects the CRA has developed may take many months and in some cases even years to complete. Such is the nature of redevelopment. However, the eventual rewards are intended to provide better residential areas and to help make the Davie Road area a more modern and thriving business district which will help generate increased tax revenue for the Town and Davie and result in a more vibrant and pleasurable place to work, live and enjoy for residents and visitors alike.

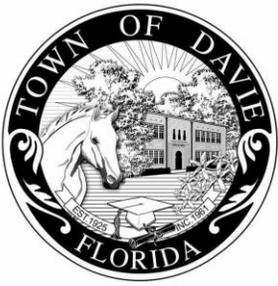


S.W.O.C. ANALYSIS

Strength	Description	Options for Preserving or Enhancing Each Strength
Redevelopment Administrator	Certified Redevelopment Manager who is well educated and experienced	Experience is shared with staff to maintain highest level of service while learning from each other and to assist in promotions
Professional and Experienced Staff	Administrative Staff - Redevelopment Administrator is a long term employees with a vast amount of knowledge and experience. The Administrative Aide also is a long term valuable employee.	Continue to offer competitive salaries and benefits to enhance longevity
Employee Work Ethic and Teamwork	The CRA only has two employees with both employees being dedicated and committed to their position and have a very strong work ethic and completes work assigned regardless of task at hand and maintains a high level of moral in the department. Employees can think outside the box to accomplish task at hand no matter what their position is.	Continue to promote a cooperative relationship to keep high moral within department
Personnel Dedication	CRA has consistently retained quality personnel who contribute to the high level of experience, dedication and loyalty which they bring to the department.	Maintain current employment practices and keep compensation and benefits at a level to commensurate with level of performance to enhance longevity
Employees Attitudes	Employees are very flexible and are always willing to go above and beyond their required duties to accomplish goals of CRA and the Town of	Employees are open minded and know how to achieve results in the most efficient manner



	Davie.	
Quality of Employees	The CRA has two employees who are hard working and very dedicated to their work not to mention efficient, loyal; and knowledgeable; and are team players who are always willing to help others.	Continuous training and communication keep employees motivated for success of organization
Administrative Support	The current administrative staff is adequate but is spread thin with only two employees.	Continued results by CRA staff provides services for day to day operations of department
Relationship with Town Departments and Employees	The CRA maintains a close working relationship with all Town Departments. Also assists during pre and post hurricane activities.	Continued daily dialogue between departments
Relationship with CRA Board	The CRA Staff has an excellent working relationship to achieve the best possible results with the CRA Board and works to improve the mission of removing the slum and blight conditions in the CRA area.	CRA Staff achieves optimum results as directed by CRA Board
Partnership with the H&CD Department	By partnering with the H&CD Department, the CRA has been able to provide additional opportunities to the Eastside. (Affordable House, street lights, sidewalks, infrastructure improvements, etc.)	Continued dialogue between departments provides additional opportunities within redevelopment area
Availability of resources/tools to complete job	The CRA has provided the appropriate tools needed to complete job functions	Maintain resources and knowledge to complete various tasks
Customer Service	The CRA staff is dedicated to providing exceptional	Communication is paramount in providing customer service



	customer service to residents and business owners	and resolving issues which may arise
Communications	The CRA works closely to ensure fluid communication so that everyone is familiar with projects/activities within the CRA area	Continue and allow the flow of communication within the CRA Dept.
Effective Customer Service	CRA staff provides multiple areas of customer service to residents and businesses in the CRA area.	Maintain Customer Services Levels
Redevelopment Opportunities	Promote redevelopment opportunities within CRA Area for Increased Tax Base	Encourage implementation of RAC and TOC within Town of Davie and CRA area.
NIMS	Redevelopment Administrator and Administrative Aide are NIMS certified to assist when need arises.	Continue training when available



Internal Weaknesses:

Weakness	Description	Options for Preserving or Enhancing Each Strength
Notification by other departments	Although we try and maintain constant communication with other departments, there are times when a particular department will approve a plan, sign, or something which is in the CRA and should have been reviewed by the Redevelopment Administrator.	Departments are communicating better with each other; departments need to consider the whole process that they are about to encounter and contact appropriate departments to keep them informed.
Lack of succession planning	Redevelopment Administrator will be retiring within 3 years and plans need to be made for a successor.	Prior to retirement, a successor could be trained by the Redevelopment Administrator.



1. **External Opportunities:**

Opportunity	Description	Options for Taking Advantage of Each Opportunity
Bonding/Project Management Workload	The approval of a \$20 million bond issue by the CRA increased the opportunities for additional projects.	Will provide a faster way for redevelopment to occur in CRA
Staff Cross Training	Cross training will allow for Administrative Aide to become familiar with various roles and responsibilities of the Redevelopment Administrator and the various duties performed which vary daily.	This training will provide additional knowledge to the Administrative Aide.
CRA Link on Town of Davie Website	The CRA link provides information to business, residents and future developers	The information provided helps to inform businesses, developers and the public regarding the CRA
CRA Loan Subsidy Program/Commercial - Residential Property Improvement Programs	Assist business owners and operators in redevelopment area with funds to assist with interior and exterior improvements as well as new construction	Requires CRA Board approval



1. External Challenges:

Challenge	Description	Options for Overcoming Each Challenge
Reduction in Tax Increment Financing	Reduction in property values will decrease amount of TIF Funds received to fund future projects.	Will use CRA reserve funds to bridge the gap between revenues and expenses. Will need to monitor budget very closely.
Property Value	With property values continuing to drop, ad valorem revenue will be reduced which will affect the amount of TIF revenue received.	Continue to work on redevelopment efforts in area to help to provide increased property values while values are dropping
Continued Council Support For CRA Programs	Keep Town Council informed and supportive of CRA Programs for the betterment of the Town of Davie and CRA area.	Continue to hold workshops with Town Council to show vision of improvements which can be made to CRA area.
Acquisition of Real Estate	Acquisition of property will allow for future redevelopment and improvements to CRA Area.	Continued source of revenues and continued development of programs to respond to needs within redevelopment area.



PRODUCTS & SERVICES

The CRA offers services or products to business owners, business operators, and residents within the limits of the CRA boundary. These services or products will be described below indicating the types of services available, who the products are available to and at what level. Most of the programs require some sort of matching participation and that will be listed in the description.

One service offered by the Davie CRA is the Commercial Property Improvement Grant Program. This grant is available to business owners located within the CRA. This program was established in 2009 and has proven to be a popular way to provide for exterior and interior improvements to private property. This grant is available on a one-time per property bases and is available to business for improvements which are generally visible to the public which thereby enhances the CRA area. The grant is available to existing or new businesses. The maximum grant available is \$100,000. The grant pays 1/3 of the cost of improvements up to \$300,000. So if improvements are made for \$300,000 or more then the business is eligible for a grant of \$100,000. If the business spends \$1 million the grant is still maxed out at \$100,000. If the improvements are a hypothetical \$150,000 then they would be eligible for a \$50,000 grant. The grant is payable upon receipt of a certificate of occupancy from the Davie Building Department. Examples of this program include the Flashback Diner, Grifs Western, and Security Innovative Systems. Six such grants have been given since its inception.

Another grant which is available to existing or new businesses is the Commercial Loan Subsidy Program. In this case, a business owner would make application for assistance in paying the interest on a construction loan. The program is based on the CRA paying the first 5% of the interest for the first five years of the loan. This program is available for exterior or interior improvements or new business construction. As with all CRA programs this is only available for properties within the boundaries of the CRA. The amount of the loan is negotiated with the CRA Board on a case by case basis. The amount is negotiated as the CRA could not afford to pay the entire cost of a large project. This program began in 1995 and has been used 14 times. The program has leveraged over \$6.3 million in investments for construction. This program has been used to supplement the Commercial Property Improvement Program in the case of Flashback Diner and Grifs Western.

The CRA also has created a Residential Property Improvement Grant which grants funds to assist in making improvements to residential properties within the CRA. The grants awarded are for 50% of the cost of improvements. The grants have been targeted to pay for the cost of connections to the sanitary sewer system to assist homeowners with these costs.

The CRA has purchased properties within the eastside area and has constructed affordable housing units which are then sold to the home buyers at an affordable price. The CRA purchased 13 lots, constructed houses on the lots and then sold the houses to low and moderate income persons. The home buyers must be approved as qualifying as low and moderate income by Broward County. The CRA has deeded three additional lots on which Broward County is



building matching Key West style homes and these homes will be sold to low and moderate income families.

The CRA has constructed improvements on the eastside which provide better services to the both residents and businesses. Improvements such as new light poles, new signage, improved landscaping, and new sidewalks were installed. These improvements were installed at no cost to the residents or businesses and have made Davie a better place to live and work for residents and employees of businesses.

The CRA has purchased land to provide for redevelopment opportunities to local neighborhoods. This was done at no cost to residents and has provided a means to prevent slum and blight conditions within neighborhoods. Examples of these land purchases include the purchase of property and the construction of the Eastside Community Center. The CRA also purchased land upon which a fire station was constructed to permit better fire protection to the area of east Davie. The CRA donated the land upon which the Potter Park Multipurpose Center was constructed.

The CRA has provided funding to local business owners along Davie Road to close curb cuts. The elimination of these curb cuts improves the safety along Davie Road by reducing the number of turning movements which are to be made in the Davie Road area. The CRA has paid owners \$20,000 for each curb cut which has been removed. This program is available only for businesses which front on Davie Road and which still have proper access to their business.

The businesses along Davie Road have also benefitted by the CRA purchasing property and then constructing public parking lots and then making the parking lots available for the use of the nearby businesses. This program recognizes the lack of parking in the Davie Road corridor and the additional parking will attract more patrons into the stores. Parking lots have been constructed on SW 41 Place behind the Army/Navy store complex. This lot provides 41 parking spaces as well as an additional six spaces on the street. The CRA plans on constructing another 43 spaces on an adjoining property. The CRA also constructed 149 parking spaces behind the Chamber of Commerce building on SW 42 Street. The CRA plans another lot on SW 63rd Avenue.

The CRA has made grants available to make improvements to private property to make businesses more attractive to patrons and improve the functionality of the business. A grant was made available to the Army/Navy store complex as well as paying for the removal of curb cuts. Head end parking was removed at the front of the complex and a few parking spaces were relocated. New landscaping and a patio area were added as well as substantial parking to the rear. Similar projects are planned to make the area more attractive, remove curb cuts and improve the functionality of the business. It is planned that the Wells Fargo Bank will undertake a project to remove the curb cuts, add landscaping, etc.



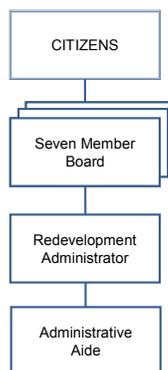
The CRA also has acquired properties, removed existing dilapidated buildings and has prepared the land for redevelopment. Examples of this are the northeast corner of Davie Road and SW 41st Street and the northwest corner of Davie Road and Orange Drive. These properties have been assembled and will be redeveloped with businesses particularly when the economy improves.

MANAGEMENT & ORGANIZATIONAL STRUCTURE

On a day to day basis the CRA is managed by the Redevelopment Administrator, currently Will Allen. Mr. Allen has wide experience in municipal government with over 41 years of experience working for municipalities. Experience includes being in charge of various planning departments in Florida and Illinois. Mr. Allen has worked in Florida since 1990. This is a very lean department with only two employees with the other employee being an Administrative Aide, Cheryl Ellett. Cheryl has served in this capacity for 13 years and has 15 years prior experience in the private sector. These two persons work as a very good team to provide the services of the CRA which will be described in more detail below. Mr. Allen is considering retirement in approximately two years. The Town may want to consider having Mr. Allen train a qualified replacement prior to his retirement. The new person should have proper education and experience related to redevelopment.

Community Redevelopment Agency

Organizational Chart





The Redevelopment Administrator, Will Allen, is responsible for coordinating the strategies and actions for development activities within the boundaries of the CRA. Mr. Allen works through the CRA Board and Town Council to oversee these activities. These activities are as varied as preparing the agendas for the CRA Board, presenting reports to the CRA Board and Town Council, meeting with developers, businesses and the general public about redevelopment matters, working with new and existing businesses to assist them with redevelopment opportunities and doing the day to day work of the CRA such as preparing annual operating and capital budgets. Mr. Allen has a unique combination of experience and education to perform these duties. Mr. Allen received his Bachelor of Arts Degree in Social Sciences from Southern Illinois University in 1971. He received his Master of Arts Degree in Public Administration from Northern Illinois University in 1985. He has 41 years of experience in government service. Of these years, 19 were spent in Illinois and 22 years have been spent in Florida. The Florida experience includes positions as Planning Director, Program Administrator assisting the Town Administrator in Davie and 12 years as the CRA Redevelopment Administrator in Davie.

Cheryl Ellett serves as the Administrative Aide to the Redevelopment Administrator. Cheryl has over 15 years in the private sector before moving to the Town of Davie where she has over 13 years service in a variety of administrative and professional capacities. As the “right hand” of the Redevelopment Administrator, Cheryl oversees the office responsibilities of the CRA and handles both routine and emergency situations. Since there are only two people employed by the CRA, Cheryl handles many situations in the field such as supervising contractors working for the CRA and monitoring their work. Her duties are complex and vary from day to day. She has excellent verbal and written skills and has knowledge of various rules, regulations, policies and procedures governing the CRA. On a typical day Cheryl may process payroll, submit items for payment, work with various contractors such as a street lighting contractor or a contractor to put up banners on Davie Road and provide materials to a contractor out of the CRA warehouse.

Cheryl has extensive contact with the members of the public including residents, contractors, vendors, and CRA Board members. She frequently monitors and oversees the work of various contractors working for the CRA. She serves as secretary to the CRA Board and as such is responsible for minutes of meetings, keeping all files and records of the CRA, taking photos of various projects, etc. Cheryl is very creative and brings a set of skills to multi-task so that she accomplishes a great deal with few resources.



BUDGET & FINANCIAL PLAN

A financial plan usually consists of a 12-month profit and loss projection, a four-year profit and loss projection (optional), a cash-flow projection, a projected balance sheet, and a break-even calculation. **For this exercise, only your department's last two fiscal years' approved budget versus the fiscal year's actual budget along with the next fiscal year's approved budgeted amount will be used. Due to the ongoing transition to the Enterprise Resource Planning (New World Systems), you will use budget printouts provided by Budget & Finance to complete this section. Please contact the Budget and Finance Department at 954-797-1024 to obtain your department printout.**



DEPARTMENT GOALS, OBJECTIVES, STRATEGIC OUTCOMES AND KEY PERFORMANCE INDICATORS

Community Redevelopment Agency

Goal/Objectives:

1. Improve the tax base within the CRA by attracting new businesses and residential developments; expanding and making improvements to beautify and improve the functionality of businesses, and residences.
2. Enhance the mobility along Davie Road and increase pedestrian access.
3. Improve the drainage capability for the west side of Davie Road by installing a storm sewer system and a large storm water retention facility and install a roadway along the edge of Bergeron Rodeo Grounds to provide additional access to Davie Road.
4. Improve the off-street parking deficit along the Davie Road Corridor by providing an additional parking lot on SW 41st Street.

Strategic Outcomes:

1. Seek new development and business projects to the CRA by increasing awareness of what programs the CRA has to offer through presentations at business meetings, Town events and meetings with prospective business developers. (SP 3 & 4)
2. Implement physical improvements to Davie Road to enhance mobility and increase pedestrian access. The first step is to complete plans and have them approved by Broward County which is estimated at 25% of the completion of the improvements and then the improvements have to be constructed. (SP 4 & 5)
3. Complete west side drainage improvements including the roadway along the east and south sides of the Bergeron Rodeo Grounds. Adoption of the plans is estimated to be 25% of the project and then the improvements have to be constructed. (SP 4 & 5)
4. Complete the construction of a surface parking lot along SW 41st Street. (SP 4 & 5)

Key Performance Indicators

	FY13		FY14		FY15
	Goal	Actual	Goal	Actual	Goal
1a) Number of meetings with prospective business development entrepreneurs	7	9	7		7
1b) Number of commercial improvements made to properties through utilization of Commercial Property Improvement Program Grants	4	1	4		4
1c) Number of new residential developments improved through utilization of Commercial Property Improvement Program Grants.	2	2	2		2
1d) Number of Commercial Loan Subsidy Grants issued	1	0	1		1
2a) Complete improvements to Davie Road.	25%	20%	75%		100%
3a) Complete west side drainage improvements including the construction of the roadway at Bergeron Rodeo Grounds.	25%	15%	50%		100%
4a) Complete construction of a 43 space parking lot along SW 41 st Street.	50%	25%	90%		100%
			*	*	*
			*	*	*
* Not Applicable					



IV. OPERATIONAL PLAN

Legal Environment

The CRA maintains and pays for its own legal counsel. The CRA Attorney provides information and guidance to the Redevelopment Administrator and the CRA Board. The CRA must comply with Chapter 163 Part III of Florida Statutes which contains the guidelines and legal authority for CRA's. The CRA must also comply with the requirements of Chapter 12 of the Town of Davie Code of Ordinances which outlines the specific powers of the CRA. The CRA also pays for the costs of the Town Attorney when items are brought forward to the Town Council.

The CRA is responsible for constructing improvements such as the installation of infrastructure improvements or the construction of public parking lots. The CRA must obtain the proper permits from the Town of Davie and the appropriate other governmental agencies where appropriate. Permits may be required from the building department and/or the engineering department. Permission may be required from agencies such as Broward County or the Central Broward Water Control District.

The CRA complies with the Town of Davie regulations concerning a healthy workplace. The CRA complies with all rules of the Human Resources Department. The CRA is an active participant in the Safety Committee of the Town of Davie.

The CRA contains 1,104 acres. The CRA must comply with all building code and zoning code requirements. There are specialized regulations for parts of the CRA including the Regional Activity Center (RAC) and the Transit Oriented Corridor. Each of these areas has specific regulations regarding what types of uses are allowed and the density of those uses. There are other various zoning districts regulating uses within the CRA. There is also part of the area on and near Davie Road which has an overlay district so that uses must comply with the Western Theme. The area within the Western Theme is the most lenient zoning district within Davie.

The CRA is covered by Town of Davie insurance. The CRA also maintains a separate policy which includes public officials liability coverage, employment practices coverage and general liability coverage. The CRA also has insurance which covers the contents of the warehouse rented by the CRA and a new building purchased by the CRA has insurance coverage.



Personnel

The Davie Community Redevelopment Agency currently employs two employees: a Redevelopment Administrator and an Administrative Aide. The Administrator is a professional employee and the Aide is a skilled employee. The CRA is fortunate to have two excellent employees which is a necessity when there are only two employees. The existing staff has a good combination of experience with meeting the requirements for education. The Redevelopment Administrator has been with the Davie CRA for 12 years and brings an experience factor of 41 years in government service. The Administrative Aide has been with the CRA for nearly 12 years and brings a great deal of experience to the table. Cheryl is a great asset to the department. The quality of the staff members is exceptional. The Redevelopment Administrator is at the top of the position's pay scale and has not received a raise for several years. In fact the Administrator is formally retired so the CRA does not have to pay health benefits nor pay any funds toward retirement which is a large financial benefit to the CRA not to pay these costs. The CRA prides itself on being able to accomplish a lot of work with such a lean budget. The Administrative Aide is also at the top of the pay scale for this position. When the Administrator is on vacation the Aide is in charge of the office but they are always in phone contact. The experience of the staff makes it possible to provide a high level of service. The CRA also pays ½ of the salary up to \$50,000 for the Economic Development Manager.

The CRA employees attend training courses throughout the year. Some courses are sponsored by the Town of Davie. Both employees are certified in NIMS training. The Redevelopment Administrator attends the annual conference of the Florida Redevelopment Association. The CRA is a non-union workplace.

Inventory

The CRA maintains a variety of items which generally fall into the category of streetscape improvements such as decorative street light poles or street signs. These items are primarily for the Davie Road area. These items must be in stock in case of a car accident which may damage the inventory or in case of a weather event such as a hurricane. The CRA maintains the following:

- Street furniture such as trash cans, benches, tree grates, electrical boxes and cords, wayfinding signs, and parts such as stop signs, street blades, legends for street signs, replacement poles for the signs, bases for the poles, etc.



-
- A supply of decorative street light poles is maintained along with accessory parts such as light bulbs, fuses, and globe covers.
- Banners are erected on banner arms on the decorative street lights. These banners denote certain holidays or special events. The banners are changed periodically during the year.
- A supply of brick pavers is maintained in the event that damage to the brick paver sidewalks on Davie Road occurs. This may be due to maintenance along the sidewalk or damage due to an accident.
- The CRA also keeps a small amount of office supplies on hand.
- The average amount of stock kept on hand averages about \$100,000. The rate of turnover of the stock is difficult to determine because the accidents are not easily predictable.
- The lead time for ordering some specific parts can be long especially in the case of light pole parts which are custom made out of state and they must be manufactured and then shipped to the CRA. Items such as banners have a very fast turnaround time unless a new banner is required then there is more time to produce and ship them.



V: APPENDICES

Backup Documentation For CRA Programs, Marketing, Plans, Project, Etc.

- Appendix A: Commercial Property Improvement Program (CPIP)
- Appendix B: Commercial Loan Subsidy Program
 1. Loan Subsidy Guidelines
 2. Loan Subsidy Agreement

- Appendix C: Eastside & Westside Infrastructure Improvements
- Appendix D: Residential Property Improvement Program
- Appendix E: Holiday, Seasonal, and Events Banners
- Appendix F: “What Does A CRA Do? – Power Point Marketing Plan
- Appendix G: Davie Community Redevelopment Agency Handout Showing CRA Programs
- Appendix H: Vouchers for Orange Blossom Festival And Banner Advertisement

- Appendix I: Downtown Master Plan
- Appendix J: CRA Redevelopment Plan
- Appendix K: CRA Marketing Plan for Davie Road



**FIRE RESCUE DEPARTMENT
BUSINESS PLAN**

Town of Davie
Joseph J. Montopoli
Fire Chief
954-797-1213
firechief@davie-fl.gov

Updated February 20, 2013



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I. GENERAL DEPARTMENT DESCRIPTION

A. Mission Statement

The Davie Fire Rescue Department is dedicated to the preservation of life, property and homeland security as well as the prevention of fire and other hazards to the community. We accomplished this through our highly-trained professionals and state-of-the-art equipment with our citizen's safety being our number one priority

B. Value Statement/Philosophy

It is first and foremost the Fire Rescue Department's objective to carry out our mission, which reflects the Town's mission to help achieve the strategic priorities. In order to achieve this objective, the Fire Rescue Department has established five strategic priorities which include: Commitment to Customer Satisfaction; Dedication to Professional Excellence in Service Delivery; Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values; Creating an Environment that is conducive to Innovation, Creativity and Collaboration; and Nurturing the health, safety, and welfare of the community. Therefore, it is the responsibility of the Fire Rescue Department to ensure that all programs and services facilitate our town-wide strategic priorities.

C. Executive Summary

Trying to predict the future is both difficult and challenging. Now that we have a strategic plan, one could say that we have completed charting our course for the future. That is not true. We are only beginning our journey. This business plan is a living document, which evolves as the needs of the community and department change. The Fire Rescue Department must continue to follow that change to meet the needs of the community. Whether in good or poor economic times, the taxpayer continues to bear the majority cost of municipal services.

Our Fire Rescue Department activities remain consistent. With the predicted growth of the Town, service calls will increase and become more complex. We will continue to provide high quality services to our customers, while seeking out new funding sources and operating as efficiently and effectively as possible. Our employees continue to meet the increased demands from the organization and the community.



The Davie Fire Rescue Department will continue to provide the best trained workforce in each division with the funding provided to us. We will continue to pursue the strategic priorities outlined in this document, within the confines of our department's values. This will be accomplished through the proper planning and execution of annual budgets, capital improvement projects, and the Town's Master Plan.

A major part of a Fire Chief's job is to identify significant challenges and trends in the industry. The next plan of action is to develop and submit recommendations to the Town Administrator and Town Council through the budget process along with explaining the level of risk associated with each challenge. The final step in this process is to secure the resources to deal with these challenges.

This business plan blends with the Town's Strategic Plan and creates the road map for the department to follow into the future. It has given us the opportunity to reflect upon ourselves, our customers needs, our strengths and weaknesses, and the services that we provide. We know and understand the challenges that we face, and realize that we are only one part of the overall service model, which comprises the Town of Davie. It is our duty to educate the community on the future needs of the Davie Fire Rescue Department. Our intent is to improve the quality of services we provide to the community.

We hope that this document provides the reader with an understanding of how the Davie Fire Rescue Department intends to deal with the present and look to the future. We will continue to develop productive and professional relationships with the public whom we service. We look forward to a continued positive and supportive relationship with the present and future Town Councils and administrators.



D. S.W.O.C. Analysis

As a part of the Town's Strategic Planning Process, the Fire Rescue Department, with the assistance of the Town's Strategic Planning Committee, undertook an internal assessment of the department's strengths, weaknesses, opportunities and challenges. The results of the assessment are outlined below:

Strength	Description	Options for Preserving or Enhancing Each Strength
Fire Rescue Personnel	Our highly dedicated and trained staff continuously provides excellent customer service to our town residents and employees	Continuous cross training of fire rescue personnel
Leverage of Technology	Significant customization of low cost or free technology products such as Issue Tracker and Supply Order Systems	Continue to invest in technology server virtualization. Also open source for department needs.
Special Operation Teams	Dive, Technical Rescue Team (TRT), Large Animal Rescue Teams.	Continuous training to improve on technical skills
Training Division	Effective training develops, assists, and prepares members for job related duties and responsibilities	Continue with scenario/simulation based training and maintain program records on each in service training program
Fire Prevention/Life Safety	Responsible for mitigating life safety hazards, compliance of fire codes, investigation of fires/arson, testing fire systems, and public education.	Maintain current standards and continue to provide customer service to Town business owners, residents and employees
Community involvement	Car seat program, Citizen CPR, Community Emergency Response Team (CERT)	Increase Public Relations and Education Program that will meet the community's needs on a scheduled basis (e.g., Drowning Prevention in May, hurricane preparedness in June). Conduct classes at health fairs, community and neighborhood association events.



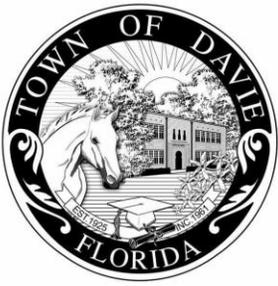
Strength	Description	Options for Preserving or Enhancing Each Strength
Grant awards	Davie Fire Rescue is able to acquire equipment that has helped increase the standard of services and safety for our firefighters.	Continue to research and apply for state, federal and local grants. Work closely with Grants Specialist to maximize awareness of available grants
Centre-Learn On Line	Computer-based training can be delivered to all personnel allowing us to maintain basic recertification requirements while increasing hands on training sessions.	Maintain the current contract with our vendor.



Weakness	Description	Options for Preserving or Enhancing Each Weakness
Secured Vehicle Storage Space	Poor secure storage areas for Fire Rescue vehicles	Addition of secured or enclosed garage/bay areas and compound. Research space available at stations for storing units.
Lack of Experience in Fire Officer	Newer officers lack experience	Conduct in house training with experienced and senior officers. Establish mentorship program.
Water Supply	The Town has an existing water supply shortage on the western part of the town.	Require developers to build more water mains and improve water supply as part of their projects. Look into purchasing water appliances to assist with water flow.
Staffing	An ideal staffing would be 4 on the engine/ladder and 3 on the rescue	At the minimum, staffing should adhere to staffing requirement outlined in NFPA 1710.
Language Barriers	Inability to effectively communicate with Spanish speaking customers	Provide training in basic communication skills to overcome barrier. Continue to train on the translation guidebooks that were purchased.
Fire Inspections Billing System	Provide better invoice description to minimize customer's calls through annual billing process.	Revise current letter/invoice to describe billing activity accurately for the year 2013.



Opportunity	Description	Options for Taking Advantage of Each Opportunity
Public Relations/Public Fire Education	Increase community awareness of services provided.	CERT, blood pressure checks, fire safety classes and other safety programs for the communities.
SWAT Medical Team	Development of SWAT (<i>special weapons and tactics</i>) medical team, which is an elite tactical unit, to work directly with the Police Department	Designate a liaison to work with the Police Department to establish needs.
Broward County Wide Grants	County-wide grants that become available that will allow us to acquire new technology with little to no direct cost	Designate one to two employees to administer grants
Multi Agency Training	Conduct training sessions with other agencies	Improve inter agency relations and develop skills to improve incident coordination
Maximize Use of Training Facilities	Any costs or budgetary constraints	Schedule accordingly with Fire Academy and training division
Interlocal Agreement (ILA) Technology	ILA on board with upgrading technology for frontline apparatus for a minimum cost. Continue to research closest unit response.	Enhance/upgrade to modern day technology on all apparatus. Mobile data terminals (MDT) for all units



Challenge	Description	Options for Overcoming Each Challenge
Budget Stability – Taxes/Funding	Dictated by law	Investigate other means of acquiring funding – fees, donations, sponsorships.
Additional Fire Station to Provide Better Coverage to Larger Growth Areas Out West	Limited by land availability and costs	Utilize property owned by the Town and design station minimally for the needs of the area and equipment. Plan for future expansion.
Costs of Fuel	Day to Day limitations of driving and response procedures.	Investigate cost saving alternative fuel options.
Call Volume	Need to continue to meet call volumes	Review and update response profiles, look at alternative options for response. Look at the option of incorporating 12 hour peak hour units.
Increase Highway Volume	The increase of traffic through the Town's major highways presents challenges to the department's resources in terms of personnel, specialized equipment, and safety	Continue to work with DOT in planning for upcoming highway design changes.
Union Contract	Addressing the needs of a department that is still evolving in a manner acceptable to both labor and management while keeping competitive with other departments.	Better labor management relations and communications, comparative benefit analysis with other departments
Aging Facilities	Stations are aging, and space is becoming an issue.	Evaluate renovating existing stations for efficiency and additional needs.



Challenge	Description	Options for Overcoming Each Challenge
Technology	Current technology needs to be updated	Administration shall partner with Information Systems in keeping up with the latest and best technology for the department's needs
Public Perception	In the current economic environment the public is consistently more critical of all government service. We are frequently questioned about transport bills, assessment fees and the reason they are impose.	We need to improve communication with the Town residents on the vital services our department provides to the Town, and the cost involved in maintaining a professional fire department. In March 2012 we established a resident survey card that is distributed to residents to gather feedback.
Unfunded State Mandates	The state often imposes rules such as aggregate data reporting, the use of capnography, and other mandates without providing funding for these initiatives.	Seek alternate funding sources for these projects such as grants.

E. Products & Services

The Fire Rescue Department provides fire rescue services to Davie residents and businesses. The communities we serve are all considered to be stakeholders. The stakeholders include Davie residents; federal, state, and local agencies; the Town Council; Town staff; and local contractors and businesses.

The department's products (programs and services) are developed to meet the needs of our stakeholders. Below is a list and descriptions of the department's core programs and services:



Fire Rescue Services

The Fire Rescue Department provides emergency and non-emergency response to incidents to mitigate hazards and preserve life and/or property. This service is provided to the community at large for all fire, medical, and hazardous incidents. The community relies on the first responder personnel to respond and aid them in times of emergencies and non-emergencies. The following are emergency services provided to the community:

- Fire Mitigation
- Medical Assistance
- Dive Rescue
- Technical Rescue

Fire Safety Inspections

The Fire Rescue Department provides this service to the businesses of the Town as mandated by state, county, and local laws. The purpose of this service is to reduce fire loss and potential injuries to business patrons. This service is provided at the start of a business and then performed annually.

Fire Investigations

The Fire Rescue Department provides this service to the businesses and residents of the Town as mandated by state, county, and local laws. Fire Investigation assists the business or resident in their effort to recap loss through their insurance claim.

Fire Rescue Special Details

The Fire Rescue Department provides Fire Rescue and Prevention needs to businesses beyond the scope of routine service. These "Special Details" allow our customers to secure fire rescue service at their event, thereby providing protection from medical and fire related incidents for any mass assembly. The Fire Rescue Department currently provides this service for the following schools and businesses:

- Local High Schools
- Nova Southeastern University
- Miami Dolphins Training Center
- Bergeron Rodeo Events
- Town Sponsored Events



Community Training and Education

The Fire Rescue Department provides educational training to the community in areas of emergency response, fire prevention, and life safety. Classes are provided primarily at no cost, due to grant funding, to minimal costs for medical training such as cardiopulmonary resuscitation. Fire safety at the home and school are also provided to the community and focus on the families. Classes and programs currently provided to the community are:

- Child Car Seat Inspections
- C.E.R.T. – Community Emergency Response Team
- CPR/AED – Cardiopulmonary Resuscitation, Automatic External Defibrillator
- Fire Extinguisher Training
- Fire Safety Trailer
- Juvenile Firesetter Prevention and Intervention Program
- Public School Education
- Safety Town
- Smoke Detector Giveaway/Installation

Grants Management

The Fire Rescue Department submits applications for grants related to our core services and manages, with the assistance of the Town's grant coordinator, the Town's federal, state and local fire rescue/public safety grant programs. Grant management includes ensuring compliance with applicable federal, state, and local requirements in areas of procurement, expenditures, monitoring, and reporting. The Department prepares documentation for audits from funding agencies.

Emergency Management

The Fire Rescue Department, under the direction of the Fire Chief/Emergency Manager, ensures all Town departments are fully trained in the National Incident Management System (NIMS) as required through the federal government. This training not only prepares the Town for management of natural disasters, but provides us eligibility to apply for federal and state grants.

Competitive Advantage

The Fire Rescue Department's customer service approach to provide industry specific programs and services gives it a competitive advantage to the departments in other municipalities or private business that provide similar services. The department's popular approach of accessibility, community outreach, and grant awards is another key factor that sets it apart from similar departments or private agencies.



This customer service approach has proven to add value. Several municipalities in the Broward County area subcontract or outsource several of the fire rescue programs or just do not offer any. But there are only a few agencies that provide this type of service, which results in them overextending themselves to provide assistance to many municipalities. Another factor that contributes to the Fire Rescue Department's competitive advantage is partnerships with non-profit and government entities; such as the American Red Cross and National Highway Safety Institute. This allows the department to leverage funding and services for the Town of Davie residents. The Fire Rescue Department understands the needs of its residents and businesses in the community and works attentively to create, fund, and leverage services to meet those needs.

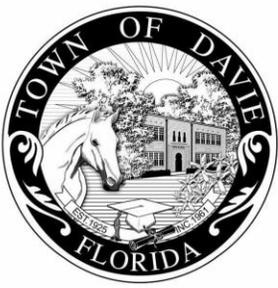
F. Management & Organizational Structure

The daily operations are managed by Mr. Joseph J. Montopoli, the Fire Chief/Director of the Department of Fire Rescue. Chief Montopoli has a bachelor of arts in business management from Nova Southeastern University and an undergraduate degree in fire science from Broward College. Chief Montopoli has over 30 years of local fire service and government experience and has worked for the Town's Fire Rescue Department for the past 5 years. Chief Montopoli is also a certified as an Emergency Manager/Incident Commander.

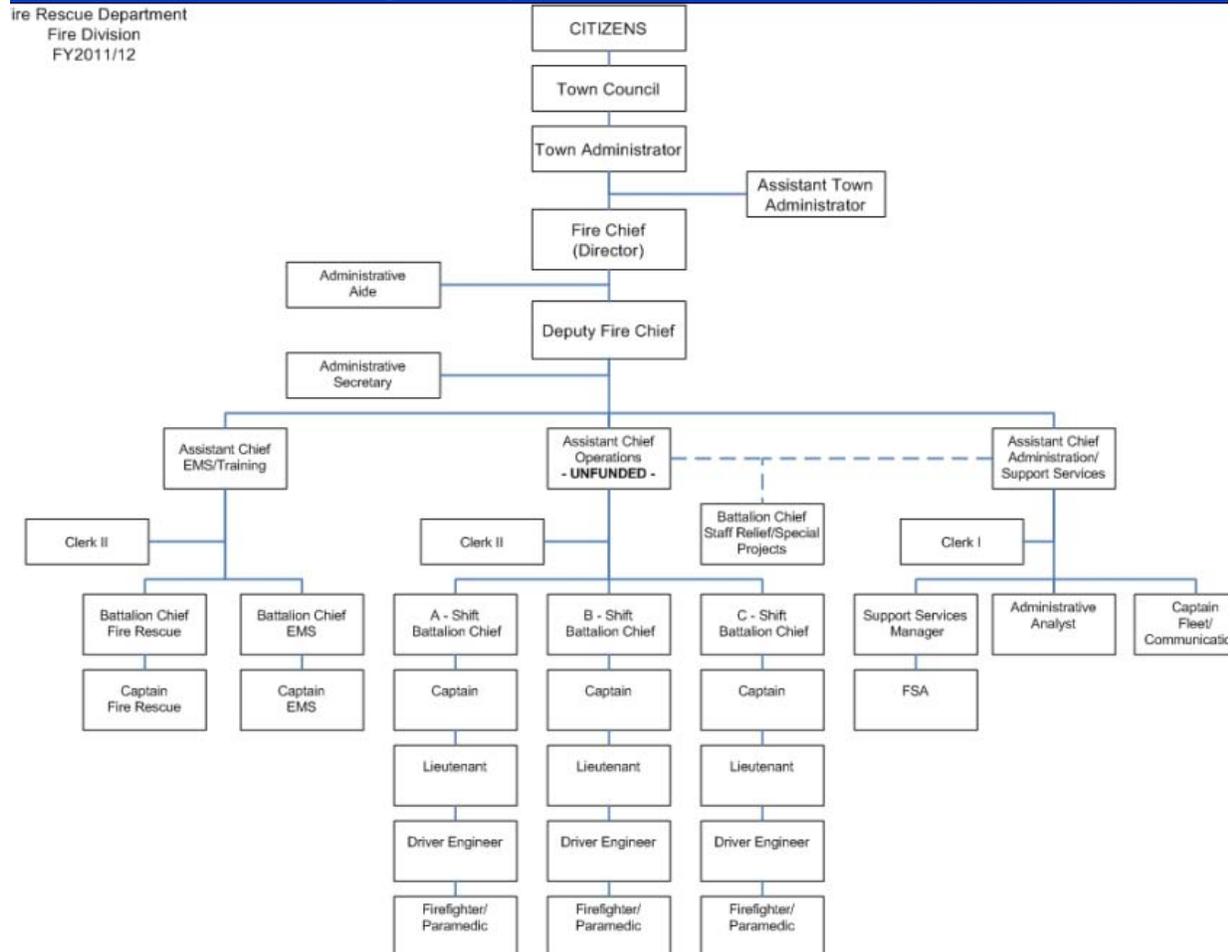
The Department's second in command is Mr. Michael Malvasio, Deputy Fire Chief. Deputy Chief Malvasio has a bachelor of arts from Nova Southeastern University and an undergraduate degree in fire science and emergency medical services from Broward Community College. Deputy Chief Malvasio has over 20 years of local fire service experience and has worked for the Town's Fire Rescue Department for the past 20 years.

In the departmental hierarchy Deputy Chief Malvasio is followed by two Assistant Fire Chiefs Mr. Frank Suriano, who holds a bachelor of arts in business administration from Northwood University, and Mrs. Julie Downey, who holds a bachelor of arts in organizational leadership from St. Thomas University. Both employees share a great deal of responsibility for the department's daily operations and combined have over 50 years of experience. The Fire Prevention and Life Safety Bureau is led by the Fire Marshal, Mr. Tony Precanico, who holds a bachelor of arts in public safety and the Assistant Fire Marshal, Robert Taylor, who is pursuing a bachelor degree.

All staff members are trained in the necessary skills and certifications to ensure continuation of business in the event employees retire or find other employment. Staff members are given the opportunity to attend training courses and seminars related to the department's core services.



The following organizational chart represents the hierarchy of the positions listed above and the subordinate levels of their responsibility.



F. Personnel

The Fire Rescue Department is the second largest department of the Town. There are one-hundred fifty four (154) professional skilled employees who run several programs and services. Positions are filled based on the minimum qualifications through a test and selection process monitored by the Human Resources Department. We also utilized the countywide Municipal Employment Screening & Hiring (M.E.S.H.) program that tests the applicant on firefighting, E.M.T., and paramedic skills.



Fire Chief/Director: The Fire Rescue Department Fire Chief/Director manages the daily operations of the entire Fire Rescue Department inclusive of all assigned divisions within fire rescue as well as the building department. The Fire Chief also acts as the Town's Emergency Manager. In addition to these responsibilities the Fire Chief also functions as the liaison with the local IAFF 2315 President and their Executive Board. There is one (1) Fire Chief/Director.

Deputy Fire Chief: The department's Deputy Fire Chief oversees the daily operations of the department. The position also functions as the liaison between the Town and Broward County and performs highly responsible administrative and supervisory fire and rescue functions as second in command. The Deputy Fire Chief is responsible for supervising subordinates and the activities of personnel and participates in the planning for Department goals and objectives. There is one (1) Deputy Fire Chief.

Assistant Fire Chief (Administration/Support Services): The Assistant Fire Chief of Administration oversees all the department's fiscal operations and ensures all staff has the necessary resources and equipment to function efficiently. The Assistant Fire Chief of Administration is also responsible for the management of departmental divisions in Support Services, Fleet, Communications, and Technology as well as preparation of documentation for local, state, and federal grant applications and reimbursements. There is one (1) Assistant Fire Chief of Administration /Support Services.

Assistant Fire Chief (E.M.S.): The Assistant Fire Chief of Emergency Medical Services (E.M.S.) oversees the department's E.M.S. division and ensures all staff has the necessary training and equipment to function efficiently. The Assistant Fire Chief of E.M.S. also prepares documentation for local, state, and federal grant applications and reimbursements. There is one (1) Assistant Chief of EMS.

Fire Marshal: The Fire Marshal oversees the activities in the Fire Prevention and Life Safety Bureau in areas of public safety education, fire safety inspection, and fire/building code compliance. The Fire Marshal also reviews fire investigation reports for submittal to the Division of State Fire Marshal. There is one (1) Fire Marshal.

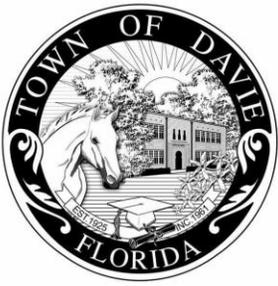


G. Budget & Financial Plan

**GENERAL FUND
FIRE RESCUE DEPARTMENT**

APPROPRIATIONS

	FY 2011 Actual	FY 2012 Original Budget	FY 2012 YTD Actual + Enc.	FY 2013 Budget
PS - Personnel Services				
51201 - Salaries- Regular	\$12,592,365	\$10,787,691	\$8,596,110	\$11,705,397
51202 - Salaries- Longevity	\$130,252	\$153,464	\$130,790	\$161,509
51204 - Salaries- Off Duty Details	\$47,941	\$46,444	\$71,608	\$37,425
51205 - Salaries- Classification Pay	\$413	\$5,190	\$7,503	\$3,464
51207 - Salaries- Police & Fire Accruals Cash-In	\$0	\$415,000	\$302,622	\$415,000
51208 - Salaries- Service Awards	\$0	\$4,550	\$4,050	\$5,350
51210 - Salaries- Phone Allowances	\$0	\$4,200	\$3,150	\$4,200
51401 - Overtime	\$257,282	\$249,758	\$264,653	\$395,647
51502 - Special Pay- Education Incentives	\$0	\$49,800	\$34,500	\$56,760
51510 - Special Pay- EMT/Paramedic Cert.	\$0	\$768,625	\$523,669	\$871,617
51511 - Special Pay- Fire Officer/Science Cert.	\$0	\$47,700	\$33,218	\$51,300
51512 - Special Pay- Dive Team	\$0	\$114,338	\$82,250	\$112,854
51513 - Special Pay- Car Seat Tech	\$0	\$16,634	\$10,220	\$15,701
51514 - Special Pay- Day Assignment	\$0	\$27,485	\$19,775	\$26,713
51515 - Special Pay- Rescue Assignment	\$0	\$161,000	\$108,045	\$184,440
52101 - FICA Taxes	\$877,529	\$976,091	\$687,279	\$1,072,716
52201 - Retirement Contributions	\$4,324,114	\$0	\$0	\$0
52202 - Ret. Contr- Retiree Health Ins Tr	\$220,408	\$209,844	(\$0)	\$58,966
52203 - Ret. Contr- Fire Pension	\$0	\$3,901,318	\$3,005,105	\$4,290,228
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	\$0	\$116,468	\$87,684	\$124,293
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	\$0	\$14,041	\$11,050	\$14,943
52301 - Life & Health Ins- Health	\$1,629,253	\$1,665,720	\$1,235,191	\$1,854,552
52401 - Workers' Compensation	\$520,430	\$508,665	\$404,904	\$596,349
PS - Personnel Services Totals	\$20,599,987	\$20,244,026	\$15,623,376	\$22,059,424
OE - Operating Expenditures				
53105 - Prof Svc- Employee Physicals	\$840	\$3,600	\$610	\$3,600
53113 - Prof Svc- New Hire Expenditures	\$30,000	\$30,000	\$264	\$25,000
53401 - Other Svc- Contractual Services	\$182,858	\$203,582	\$175,355	\$208,986
53415 - Other Svc- Fire Assessment Exp	\$19,065	\$34,250	\$23,262	\$36,750
53426 - Other Svc- Internal Charges TIMS	\$225,591	\$219,250	\$182,708	\$225,284
53442 - Other Svc- Community Programs	\$14	\$1,000	\$96	\$1,000
54101 - Communications Services Expense	\$91,251	\$61,880	\$84,740	\$127,144
54301 - Utility Services	\$98,191	\$101,645	\$74,405	\$12,000
54302 - Utility Svc- Water & Sewer	\$0	\$0	\$0	\$28,500
54303 - Utility Svc- Electric	\$0	\$0	\$0	\$71,990
54501 - Ins- Insurance Premiums	\$5,910	\$6,090	\$4,940	\$4,546
54601 - Repairs&Maint- Vehicle Usage	\$768,394	\$756,224	\$570,391	\$699,492
54605 - Repairs&Maint- Building Maint Int	\$68,207	\$69,250	\$45,340	\$69,250
54607 - Repairs&Maint- Radio Maintenance	\$20,515	\$26,205	\$11,983	\$26,202
54608 - Repairs&Maint- Equipment Maint	\$49,834	\$47,757	\$15,006	\$47,757
54617 - Repairs&Maint- Dir Work/Non-Contract	\$0	\$0	\$0	\$146,750
54618 - Repairs&Maint- SW Ranches	\$0	\$0	\$0	\$25,000
55101 - Office Supply Expenses	\$21,979	\$27,369	\$17,569	\$27,371
55201 - Oper Sup- Uniforms	\$46,929	\$73,900	\$35,454	\$73,900
55202 - Oper Sup- Prot. Fire Equip.	\$91,450	\$127,040	\$76,242	\$127,040
55203 - Oper Sup- First Aid Sup & Equip.	\$123,869	\$150,000	\$103,530	\$140,000
55208 - Oper Sup- Emerg. Preparedness	\$5,361	\$8,500	\$3,856	\$8,500



II. DEPARTMENT GOALS, OBJECTIVES, STRATEGIC OUTCOMES AND KEY PERFORMANCE INDICATORS

Goals/Objectives:

- 1 Mitigate all fires, medical, and special operational emergencies in the Town of Davie
- 2 Maintain highly trained workforce
- 3 Provide a safe environment from fire hazards and preventable fires
- 4 Provide training and education programs to the community.
- 5 Manage the Department’s grant resources effectively and efficiently to ensure that they are maintained to provide the maximum benefit to the Town and its residents.
- 6 Ensure all town departments are trained in the National Incident Management System (NIMS) as well as trained in Cardiopulmonary Resuscitation and in the Automatic External Defibrillator (CPR/AED).

Strategic Outcomes:

- 1a Respond to all emergencies for help in the timeliest manner possible. (SP. 1, 2 and 5)
- 2a Provide Fire and EMS training to all operational firefighters must complete 100% annually. (SP. 1, 2 and 5)
- 3a Provide for Annual Inspections Services. (SP. 1, 2 and 5)
- 4a Train the community in fire and EMS related courses. (SP. 1, 2, and 5)
- 5a Secure existing grant funds (SP. 2 and 4)
- 5b. Leverage grant funds (SP. 2 and 4)
- 5c. Submit timely reports and grant applications (SP 2 and 4)
- 6a. Provide NIMS training opportunities for all full-time Town employees (SP. 1, 2, and 5)
- 6b. Provide CPR/AED training opportunities for all full-time Town employees (SP. 1, 2, and 5)

Key Performance Indicators

	FY12		FY13		FY14
	Goal	Actual	Goal	Actual	Goal
1a) Average response time to emergencies within the Town under 8.00 min	100%	98%	100%	97%	100%
2a) Percent of employees trained at a minimum of 20 hours per month	99%	100%	99%	97%	99%
3a) Percent of completed annual inspections	100%	100%	100%	70%	100%
3b) Percent of inspections completed within 24 hours of being scheduled	100%	100%	100%	100%	100%
3c) Percent of plan reviews completed within 15 days	100%	100%	100%	100%	100%
4a) Number of annual community sponsored training programs	25	50	30	33	30 annual
5a) Number of grant secured	3	4	3	3	3 annual
5b) Percent of grant reports submitted timely	100%	99%	100%	100%	100%
5c) Percent of grant applications submitted timely	100%	99%	100%	100%	100%
6a) Percent of TOD employees who received their NIMS certification	100%	74%	100%	95%	100%
6b) Percent of TOD employees who received their CPR/AED training	100%	92%	100%	96%	100%
* Not Applicable					



III. OPERATIONAL PLAN

The Fire Rescue Department Administration is located at 6901 Orange Drive, Davie. Operating hours begin at 8:30 a.m. and conclude at 5:00 p.m. The Fire Rescue Stations are located strategically throughout the town boundaries and operate 24 hours a day, 7 days per week, and 365 days per year. On a daily basis the department coordinates training, provides human resources functions to our personnel, and assists the general public and businesses in accessing a wide array of internal and external services. Compared to other fire departments of similar size, our department administers a myriad of fire rescue services and programs with fewer staff.

There are two schedules in the department; 80 hour employee's who work daily on a 9 to 5 type schedule and 96 hours employee's who work 24 hour "shifts" and are off-duty for 48 hours prior to reporting back to work. We operate this schedule in three shifts consisting of an A, B, and C shift. The Fair Labor Standards Act (FLSA) allows firefighters to be exempt from normal overtime premiums; therefore, overtime is not required until the employee works beyond their 96 hour schedule. In addition, a 96 hour work-week reduces the work force needed to provide adequate staffing requirements compared to a normal 80 hour schedule. Without this ability the department would have to hire more personnel to provide adequate coverage.

In addition, continual operation of our six (6) Fire Rescue Stations at the current FY2013 staffing levels will provide compliance with objectives of the 2003 Fire Rescue Bond Program.

Production

The Fire Rescue Department provides many programs and services which include:

- Fire Rescue Services
- Fire Safety Inspections
- Fire Investigations
- Fire Rescue Special Details
- Community Training and Education
- Grants Management
- Emergency Management

The Fire Rescue Department programs and services are developed based on the need within our industry and on the needs of the community. The department interacts with members of the public on a daily basis and strives to maintain a high level of customer service.



The following are program objectives that result in the department's production goals:

Fire Rescue Services

- Provide efficient and timely response through local public safety resources
- Upgrade existing services for efficiency through local public safety resources
- Expand programs through local public safety resources

Fire Safety Inspections

- Provide efficient and timely inspections through Board of County Appeals
- Expand inspections to all required businesses through the Division of State Fire Marshal.

Fire Investigations

- Provide efficient and accurate investigations through collaboration with the Division of State Fire Marshal.
- Expand investigations through collaboration with the Division of State Fire Marshal.

Fire Rescue Special Details

- Provide competitive service rates through local and municipal surveys
- Upgrade existing details opportunities through local marketing avenues
- Expand detail services to local businesses and schools through local marketing avenues

Community Training and Education

- Provide CERT membership opportunities through grant resources
- Upgrade existing programs through local programs
- Expand fire education through grant resources and N.F.P.A. incentives

Grants Management

- Secure and leverage grant resources to maintain or improve service levels to Davie residents and businesses.
- Ensure compliance with federal and state grant requirements
- Submit timely grant applications and grant-related reports

Emergency Management

- Prevent unsecure homes through education and emergency preparedness
- Assist residents displaced by hurricanes or the closure of mobile home parks
- Provide assistance to displaced residents through local resources
- Provide training opportunities to staff
- Provide leadership of the Town's coordinating efforts dealing with natural/unnatural emergencies (internal/external acts of terrorism)



Legal Environment

There are several legal requirements to which the Fire Rescue Department must adhere.

- Maintain compliance with the State EMS
- Maintain compliance with the Federal Assistance to Firefighters Grant (AFG) Program
- Maintain compliance with the Division of State Fire Marshal
- Adhere to the Town's Affordable Housing Development Incentives Plan
- Comply with all reporting requirements of the National Fire Protection Agency, National Fire Incident Reporting System, NEMESIS, and the State of Florida EMSTARS programs. These reporting requirements include, but are not limited to, the following: Monthly Incident Report, Consolidated Emergency Medical Activities Report, Fire Investigations Report, etc.
- Provide information for completion of a the Division of State Fire Marshal's Annual Report

The following represent the legal requirements the Fire Rescue Department deals with most frequently:

Federal

- Title VII Civil Rights Act
- Department of Labor CFR Title 29
- Family and Medical Leave Act of 1993 – CFR Title 29, Chapter V, Part 825
- Fair Labor Standards Act (FLSA)
- ADA
- Military Leave Act

State

- FSS 175 – Firefighter Pensions
- FSS 250 – Military Affairs
- FSS 252 – Emergency Management
- FSS 322 – Drivers Licenses
- FSS 401 – Medical Telecommunications & Transportation
- FSS 440 – Workers' Compensation
- FSS 447 – Labor Organizations
- FSS 448 – General Labor Regulations

Local

- Broward County Board of Rules and Appeals

The above laws represent the majority of the legal requirements the Fire Rescue Department is responsible for ensuring compliance.



The Fire Rescue Department oversees local, state and federal funded grants programs.

As stated above, there are many regulations and required reporting standards to which the Fire Rescue Department must adhere.

All fire stations meet health in the workplace environmental regulations and the Zoning and Building Code requirements within the Town

All contracts between the Town and its contractors contain specific insurance requirements as required by law.

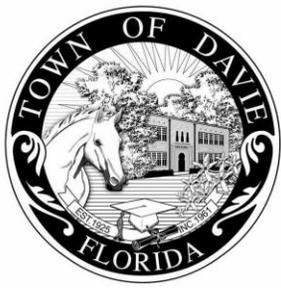
Personnel

The Fire Rescue Department is the second largest department of the Town. There are one-hundred forty six (146) professional skilled employees who run several programs and services. Positions are filled based on the minimum qualifications through a test and selection process monitored by the Human Resources Department. We also utilize the countywide Municipal Employment Screening & Hiring (M.E.S.H.) program that tests the applicant on firefighting, E.M.T. and paramedic skills.

Inspector Supervisor: The Inspector Supervisor functions as the Assistant Fire Marshal oversees the daily function to the Bureau. The position ensures that inspections are compliant with all applicable laws, codes, and standards. The Inspector Supervisor develops public information programs and activities to educate the community on fire safety and prevention. In addition the Inspector Supervisors is the Plans Examiner. There is one (1) Inspector Supervisor.

Battalion Chief: The Battalion Chief oversees the daily functions of the assigned shifts, ensures that the routine schedule for the day is followed by all assigned personnel, and defines priorities and makes work assignments. The Battalion Chief also responds to alarm fires; directs special projects and all fire fighting and rescue activities; performs periodic inspections of all fire stations, apparatus and personnel on the assigned shift; and prepares written inspection reports for administrative review. Battalion Chiefs may be assigned to 24 hour shifts or day assignment. There are six (6) Battalion Chiefs.

Fire Rescue Captain: The Captain, under limited supervision, provides administrative, operational and technical support in the daily coordination of EMS, firefighting, training and safety, and community service operations. In addition, the Fire Rescue Captain ensures compliance with all operating guidelines, rules and regulations, standard operating procedures, and common medical protocols. Fire Rescue Captains may be assigned to 24 hour shifts or day assignment. There are six (6) Fire Rescue Captains.



Captain: The Captain, under limited supervision, provides administrative duties, and performs supervisory and skilled fire fighting and emergency medical work in directing and coordinating activities of a company of firefighters on an assigned shift. Assignments involve responsibility for training, instructing and disciplining subordinates, and insuring the proper maintenance of apparatus and equipment. There are twenty-one (21) Captains.

Lieutenant: The Lieutenant, under limited supervision, performs supervisory and skilled fire fighting and emergency medical work in directing and coordinating activities of a company of firefighters on an assigned shift. Assignments involve responsibility for training, instructing and disciplining subordinates and insuring the proper maintenance of apparatus and equipment. There are twenty-one (21) Lieutenants.

Fire Inspector: The Fire Inspector, under limited supervision, performs technical and specialized inspection work examining buildings for life safety, building construction and specifications to determine compliance with the Town Fire Prevention Code. The Fire Inspector is responsible for coordinating all field inspections and reports directly to the Assistant Fire Marshal. There are three (3) Fire Inspectors.

Driver Engineer: The Driver Engineer, under general supervision, performs skilled and special duty fire fighting work in caring for, driving, and operating automotive fire fighting apparatus. Work requires performance of hazardous tasks under emergency conditions, which may involve extreme physical exertion. There are twenty-four (24) Driver Engineers.

Firefighter/Paramedic: The Firefighter Paramedic, under close supervision, performs specialized fire fighting work in controlling, combating, extinguishing and preventing fires, and operating fire fighting apparatus. The Firefighter Paramedic is also responsible for administering first aid and emergency medical care. There are forty-nine (49) Firefighters

Administrative Aide

Employee manages assigned department work initiated in anticipation of needs or problems and at the request of the Fire Chief. Employee supervises support staff, provides administrative and secretarial support to the Fire Chief, completes progress reports, and assists and makes recommendations in support staff job performance evaluations. In addition, employee manages and coordinates the administrative activities of the Department, prepares and processes department payroll, and maintains filing system for department. There is one (1) Administrative Aide.



Administrative Secretary

Under general supervision, employee performs a variety of responsible clerical, secretarial, and administrative work. Employee maintains and monitors department operating budget and capital expenditures; complies historical, fiscal forecasts, revenue projections and other data to assist in budget preparation; performs all activities related to Purchasing and Finance; and prepares resolutions for upcoming agendas. Reports directly to Assistant Chief Administration. There is one (1) Administrative Secretary.

Clerk Typist II

Under general supervision, employee performs a variety of clerical, secretarial, and general office assistance duties for the Fire Department. Employee is responsible for application of departmental policies, procedures, rules and regulations as well as moderately complex and repetitive work. Reports to division supervisor or designee by Fire Chief. There are three (3) Clerk Typist II.

Clerk Typist I

Employee serves as receptionist and handles incoming telephone calls to the Fire Department. Under general supervision, employee performs a variety of clerical and general office assistance duties for the Fire Department. Employee is responsible for application of departmental policies, rules and regulations as well as routine and repetitive work. Reports to division supervisor or designee by the Fire Chief. There is one (1) Clerk Typist I.

Fire Service Coordinator

Employee is assigned to administrative and support services in the Fire Rescue Department. Employee, under occasional supervision, performs daily warehouse management functions, including preparation of purchase orders, receipt, storage and distribution of supplies and equipment, and occasional supervision of staff. This position manages audits of the department's supplies and equipment to ensure the effective and efficient operation of the Fire Rescue Department. Work is performed under the general supervision and/or direction of the Fire Chief/Department Director or designee. There is one (1) Fire Service Coordinator.

Fire Service Aide

Under general supervision, employee performs various support tasks for the Fire-Rescue Department, which may include clerical, general office, communications, and warehouse/storage keeping. Reports to Fire Service Coordinator or designee by Fire Chief. There is one (1) Fire Service Aide.

The Fire Rescue Department's distinct blend of diversity, professional knowledge, and experience creates a cohesive team that produces quality programs and services. The quality programs and services are a direct result of the staff's daily efforts and their commitment to service.



The department has a major focus on employee development. As a result, employees from each level of the organization are involved in the decision-making processes so that they can understand and grow with the organization. This process nurtures the employee in almost every aspect of the department's operations throughout their career.

New employees go through an initial extensive training program, and contribute to the department's operations upon successful completion. Training continues on a monthly basis throughout the employee's career. This training consists of classroom setting, practical application, and facility drills as well as continuing education units and post-secondary education as required for licensure by the National Fire Protection Association (NFPA) and the Insurance Services Office (ISO). Employees are progressively given duties and responsibilities commensurate to their rank and training level.

The department policies and procedures are used as a guideline for personnel. It details procedures that are to be followed, identifies who is accountable, and who is responsible in the delegation of duties. The department policy and procedures is a large 700-plus page manual, which encompasses the department's rules & regulations and standard operating guidelines that clearly explain the department's policies to every employee.

This policy manual is considered a "living document" and will change as necessary to reflect improvements in administrative and operational services, statutory amendments and legal decisions, or for various other reasons. Changes may include addition, deletion, correction, or cancellation of policies, as circumstances require. This manual is an important tool and clarifies our organization, who we are, what we do, and what is expected of each employee. As we continue to grow, so shall this manual.

The Fire Rescue Department maintains its five (5) fire stations and one (1) sub station through its Support Services Division. This division is not only responsible for the fire stations, but also the Fire Administration building and Fire Prevention located at Town Hall in Building C. Using internal staff to maintain our buildings helps to reduce repair costs and provide a more responsive and proactive maintenance program. Depending on the type of the project, we will utilize contracted workers. This is primarily for building maintenance type projects not within the skill set of our internal staff, and not as a replacement for qualified state certified firefighters.

The department employees are members of two unions: International Association of Fire Fighters (IAFF) and Fraternal Order of Police Associates (FOPA). The IAFF represent the sworn firefighters, which make up the majority of the Operational staff. IAFF and FOPA employees are recognized by the Town and the Public Employee's Relation Commission. We have collective bargaining agreements for both IAFF and FOPA. Non-represented uniform sworn officers and non-represented employees are covered by the Town's pay plan and rules & regulations.



Inventory

The Fire Rescue Department has nine (9) fire engines with water tanks, ladders, extrication tools and equipment needed to fight a fire. Two (2) ladder trucks, which include one platform with a 100' ladder and a water pump, and one (1) quint with a 75' ladder and a water pump. Twelve (12) advanced life support (ALS) transport rescue vehicles that are used to provide emergency care. In addition the Department has ancillary vehicle/units, which include: one (1) smoke trailer used to educate children about fire safety (funded on grant); one (1) medical cart to provide ALS care in remote areas, or during special events (funded on grant); one (1) combined Community Emergency Response Team (CERT) and Rehab trailer (partially funded through grants); one (1) Mass Casualty Incident (MCI) trailer (funded through grant); and one (1) forklift to move large/heavy stock (funded through FEMA).

Vehicle inventory is checked daily for both fire and rescue apparatus. Daily checkout sheets are completed by the fire rescue crew assigned to the vehicle for their tour of duty. Any supplies used from the prior tour are replenished, and any equipment that is broken or malfunctioning is sent out for repairs and/or replaced.

In addition to the capital vehicles, Davie Fire Rescue keeps an inventory of medical supplies and equipment. This inventory is kept for the immediate availability of replenishing medical supplies and broken equipment for instances when items can not be purchased locally. The average value in soft goods stock is estimated at \$11,000 in medical supplies as well as and spare ECG heart monitors and chest decompression devices. The department also has in stock approximately \$9,000 in fire supplies and equipment. Due to the high call volume of medical incidents, our stock levels turn over in an average of four weeks. This is the industry average for departments of similar call volume. During hurricane season the medical supply inventory is increased to compensate for any shipping delays and heavier call volume during a natural disaster. This increase is performed at the beginning of the season and inventory is replenished at normal stocks levels as it is used throughout the season.

Depending on the stock item, lead time for replacement is between 2 to 3 weeks. Inventory is kept at a minimum and maximum level, therefore, when an item reaches minimum level it triggers an order while still giving us enough stock to compensate for the lead time.



IV. APPENDICES

Brochures and advertising materials (available upon request):

Appendix 1 – Medical File

Appendix 2 - Security Bars-Stop criminals and possibly escape from fire!

Appendix 3 - Protecting Structures from Fire

Appendix 4 - Motor Vehicle Fires

Appendix 5 - Smoke alarms – what you need to know.

Appendix 6 - No Doubt about it: working smoking alarms save lives

Appendix 7 - The basics of boating – enjoying the water safely

Appendix 8 - Top 10 burn prevention tips

Appendix 9 - Home Hazardous Materials

Appendix 10 - Home Safe Home

Appendix 11 - Buckled Up for Safety – Choosing and installing the right safety seat

Appendix 12 - Parents Guide to Fire Safety for Babies and Toddlers

Appendix 13 - Escape from Fire Once you're out Stay Out.

For additional information or documentation, please visit: <http://www.daviefire.com/>



Housing and Community Development Department's BUSINESS PLAN

Town of Davie
Giovanni Moss
Housing and Community Development Director
(954) 797-1226
giovanni_moss@davie-fl.gov



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II. GENERAL DEPARTMENT DISCRIPTIONS



MISSION STATEMENT

The mission of the Housing and Community Development Department is to develop and administer programs, activities, and policies that assist in the creation of economically viable and sustainable neighborhoods using a holistic approach of neighborhood revitalization, housing assistance, and community development projects that build or expand infrastructure; upgrade public facilities; upgrade the existing housing stock; expand homeownership opportunities and affordable rental housing; and promote economic development.

DEPARTMENT PHILOSOPHY

To improve the quality of life of Davie residents through a unified commitment to providing customer driven programs and services that focus on the needs of our community. The Housing and Community Development Department is dedicated to provide a level of service excellence and respect for our stakeholders. The department will embrace its leadership role and represent the Town with pride and integrity.

EXECUTIVE SUMMARY

The Housing and Community Development Department manages the Town's federal and state housing grant programs; the Town's federal and state community development grant programs; and the Town's Neighborhood Service Center. The department is the creator and administrator of housing programs designed to upgrade the Town's existing housing stock. The department is also the administrator of the Town's community development programs designed to provide both direct and indirect services that improve the quality of life for Davie's residents.

The Housing and Community Development Department utilizes a "holistic" approach, and is premised on the fact that no single action can "turn a neighborhood around;" rather, the combination of improved housing conditions, improved infrastructure, community outreach, economic development initiatives (job development/placement), health care, etc., must be brought together to create a significant and positive impact for Davie and its residents. The core programs and services provided by the Housing and Community Development Department are the key ingredients to our holistic approach.

The Housing and Community Development Department is in the business of improving the quality of life for all Davie residents. The department does this by effectively managing both the Neighborhood Service Center and the Town's federal and state housing and community development grants. Through the use of the Neighborhood Service Center, the department is able



to function as an information hub for residents in need of access to local social service agencies. The use of federal and state housing grants enables the department to provide a direct benefit to our residents in need of modifications, such as hardening and handicap accessibility that upgrade the Town's existing housing stock. Lastly, the use of federal and state community development grants enables the department to undertake necessary required capital improvements such as upgrades to public facilities, parks, roads, lighting within targeted areas. The department engages the public to create local programs that facilitate the fair and systematic usage of all funds.

The Housing and Community Development Department is essentially a communication link. The department is the resident's communication link to the Town (and other Non-profit service providers), the Town's communication link to the United States Department of Housing Urban Development (HUD), and HUD's communication link to the residents. The Town promotes economic growth through homeownership opportunities; homeownership continues to be the cornerstone of the American Dream. For these reasons, the future of this communication link is strong.

The Town's Housing and Community Development Department plays a critical role in the stabilization of our community during these difficult economic times. The programs and services provide both short-term and long-term solutions for current housing and economic crisis. As Davie continues to recover from our current economic state the demand for the services of the department will continue to grow.

There have been some major shifts in grant funding that are due to the current economic climate. State funding for housing programs has dramatically decreased and there has been a small increase in federal funds. The Department's has adjusted its programmatic focus to balance these factors to maintain and expand program and services.

S.W.O.C ANALYSIS

As a part of the Town's Strategic Planning Process in 2009, the Housing and Community Development Department staff with the assistance of the Town's Strategic Planning Committee undertook an internal assessment of the department's: strengths, weaknesses, opportunities and challenges. The results of the assessment are outlined below:



Strengths	Description	Options for Preserving or Enhancing Each Strength
Staff	The Department staff members are committed, hardworking, and dedicated employees	Provide additional training to enhance employees skills to operate current programs
Partnerships	The Department has done an excellent job creating partnerships with non-profit and other government entities to leverage funding and expand services for Davie residents	Continue to seek partnerships that can benefit Davie residents
Relationship with Customer/Customer Service	Through community outreach and grass-roots programs, the Department has developed an excellent relationship with our customers. The department is focused on providing excellent customer service	Continue to provide programs and services that enhance the quality of life of Davie residents
Grant Funds	The H&CD Department's access to consistent grant funds allows us to provide programs and services that provide direct benefits to Davie residents	Leverage existing funds to benefit Davie residents. Seek additional grant funds to provide programs and services
Crisis Resolution	Due to the nature of work and our clientele the H&CD Dept. is faced with many housing and financial crises. The Dept also plays a critical role after natural disasters	Provide crisis resolution and disaster recovery training to H&CD staff members



Weakness	Description	Options for Preserving or Enhancing Each Weakness
Internal Partnerships	Department needs to do a better job of creating internal partnerships and communicating better with other Town Departments	Involve other departments in the planning and administration of H&CD programs and services
Staffing Levels	Due to size of the department, staff are required to perform a of variety jobs that should be specialized for maximum efficiency	Request assistance from other departments in the administration of programs and services
Client Focus	Department needs to expand its programs and services to reach all levels of the socioeconomic scale	Continue to identify programs and services that can benefit all Davie residents
Relationship with Private Sector	Department needs to do a better job of fostering relationships with private sector organizations	Seek out relationships with private sector organizations to enhance the quality of services to Davie residents
Education	Department needs to do a better job in marketing and educating residents on our services and programs and services	Use all marketing vehicles available through the Town
Economic Development	Department needs to expand its economic development activities and efforts	

Opportunities	Description	
Partnerships	There are always opportunities to create new or build on existing partnerships to enhance services and leverage funding	
Internship Program	The H&CD Department can reach out to local universities to solicit interns in their Public Administration or MPA programs	
Development of Affordable Housing	Due to the downturn in the housing market the development of affordable housing may become more feasible	



Challenges	Description	Options for Overcoming Each Challenge
Funding	Due to the national economic crisis, many grant programs and other funding sources are being reduced or eliminated. The Town Department has also received a major reduction in operating expenses funded by the Town	1. Maintain existing funding levels with full compliance to grant requirements 2. Look for additional funding sources to offset reductions in grant funds
Increased Demand for Services	Due to the economic crisis many low- income clients are seeking and demanding more services	Create partnerships with other agencies to collectively meet the needs of Davie’s low-income population
Vulnerable Population	Many of the clients that access the department’s services have a variety of limitations such as income, physical or mental disabilities	

PRODUCTS & SERVICES

The Housing and Community Development Department’s programs and services are primarily provided to low to moderate income Davie residents. The H&CD Department works with a diverse group of agencies to provide core services and improve access to services for Davie residents. The partner agencies and the residents the Department serves are all considered to be stakeholders. The stakeholders include Davie residents, non-profit groups, federal agencies, state agencies, local agencies, the Town Council, Town staff, local contractors, and local businesses.

The department’s products (programs and services) are developed to meet the needs of our stakeholders. Below is a list and descriptions of the department’s core programs and services:

Most of the programs and services are provided as direct grants to low-moderate income Davie residents and households. Therefore, there are no fees associated with these services or programs.



Grants Management

The Housing and Community Development (H&CD) Department manages the Town's federal, state and local housing and community development grant programs. Grant management includes ensuring compliance with applicable federal and state requirements in areas of procurement, expenditures, monitoring, and reporting. The Department prepares documentation for audits from funding agencies. The Department also maintains numerous contracts with grant sub-recipients, consultants, and contractors. The H&CD Department also submits applications for grants related to the core services of the department.

Housing Grants

The H&CD Department administers a number of grant-funded housing programs that provide homeownership opportunities to first-time homebuyers, upgrade the Town's existing housing stock through home rehabilitation, and provides ADA (handicap accessible) modifications. The Town has two major funded sources for housing grants: State Housing Initiative Partnership (SHIP) and HOME funds from Department of Housing and Urban Development. These funds are used to assist affordable housing developers produce or subsidize housing units. The Town recently received additional funds through the Department of Community Affairs to assist Davie residents purchase and repair foreclosed properties through the Neighborhood Stabilization Program.

Disaster Recovery Programs

The H&CD Department administers the Town's Disaster Recovery Grants related to housing activities which assist victims of natural disaster. These activities include repair damaged housing units, relocation assistance, home hardening, replacing housing units, etc. The H&CD Department is currently administering the following grants through the Disaster Recovery Initiative Program funded through the Department of Community Affairs.

- Mobile Home Repair/Replacement Program
- Installation of Generators into Essential Town Facilities
- Single Family Home Repair
- Home Hardening Program
- Rental/Relocation Assistance

Affordable Housing Incentive Program

The Housing and Community Development Department reviews all prospective affordable housing projects to verify their level of benefit and period of affordability, and recommends the waiver of Park and Recreation Impact fees, Building Permit Fees, etc., reductions in parking requirements if warranted, "Affordable Housing Density Bonuses" as applicable, and Deed restrictions or other covenants to ensure that the level and period (length) of affordability are maintained. The Town's Housing and Community Development Department also guides



affordable housing developers through the permitting process; and, affordable housing projects/ initiatives are expedited to a greater degree than all other projects in Davie. The H&CD Department then works with the developer to determine if and what grant resources are available to subsidize the housing units to make them more affordable. The H&CD Department also provides technical assistance to all residential developers in regards to compliance with the Town's Inclusionary Zoning Ordinance.

Community Development Program

The H&CD Department administers the Town's annual Community Development Block Grant (CDBG). The CDBG funds are used to undertake capital improvements (Rehabilitate, construct and/or expand public facilities and single family homes and infrastructure) to improve the Town's CDBG Target Areas. The current capital programs provided through these funds include the:

- CDBG Target Area Improvement Program
- Sewer Connection Program
- Single Family Rehabilitation Program

CDBG funds are also used to provide public services that serve Davie's low/moderate individuals and households directly. The current services provided through these programs include;

- Emergency Assistance/Homeless Prevention Programs
- Transportation
- Scholarships for at-risk youth
- Foreclosure prevention assistance

The Town is also administering two additional CDBG programs funded through the American Recovery Reinvestment Act which are designed to make improvements to public facilities and single-family homes to improve energy efficiency.

To remain eligible for the Town's CDBG Grant, the H&CD Department has to prepare a five (5) year Consolidated Plan and Action Plan every year. The Consolidated Plan is long-range planning document that set forth the Town's community development goals and objectives. The department also prepares an annual Consolidated Annual Performance and Evaluation Report to HUD. Copies of the 2007-2012 Consolidated Plan, the FY2010/11 Action Plan, and Consolidated Annual Performance and Evaluation Report FY2010/11 are attached to this document.



Neighborhood Revitalization Program

The H&CD Department administers this program within its three (3) CDBG Target Areas. The goal of this program is to raise awareness of community problems which contribute to crime and related activities, and to provide self-sufficiency programs and opportunities which help people transition from welfare to independent economic status, while simultaneously improving the physical aesthetics of the neighborhoods. This program utilizes a "holistic" approach, and is premised on the fact that no single action can "turn a neighborhood around;" rather, the combination of improved housing conditions, adequate infrastructure, crime prevention, education/vocational training, economic development initiatives (job development/placement), health care, etc., must be brought together to create a significant and positive impact on the community. The program is designed to empower the residents to build a process that result in neighborhood revitalization, crime reduction, improved healthcare, job creation, and enhanced community services. Maps of the Town's CDBG Target Area are attached to this document.

Social Service Referral Program

The H&CD Department does not directly provide social services, but partners with a number of local non-profit and government agencies that do. The H&CD staff has a comprehensive knowledge of services available and provides referrals and guidance to Davie residents to access the appropriate agencies.

Neighborhood Service Center

The H&CD Department also manages the Town's Neighborhood Service Center (NSC) and provides rent free space to agencies that provide services to Davie residents. The NSC allows the Town to increase the delivery of social services to its residents by creating a centralized location to access services. The building houses government and non-profit tenants that provide a myriad of services, such as:

- Emergency Financial Assistance
- Housing Counseling Services
- Case Management
- Group and Individual Counseling
- Federal and State Aid Programs

A list of the NSC agencies and their programs and services has been provided as an attachment to this document.



Resource Guides

The H&CD Department has produced a number of resource guides to educate and improve the access of programs and services for Davie residents. The resource guides are provided to Davie residents in a web-based format and in a brochure. Copies of the following resource guides are attached:

- Foreclosure Prevention Guide
- Green Housing Initiative Guide
- Service Provider Guide
- Senior Resource Guide

A function chart that lists of the department's programs and services has been provided as an attachment.

Competitive Advantage

The Housing and Community Development Department's holistic approach to provide services and its large portfolio of programs gives it a competitive advantage to departments in other municipalities or private firms that provide similar services. The department's grassroots approach of community outreach and community partnerships is another key factor that sets aside the department from similar departments or private agencies.

This grassroots approach has proven to add value. Many municipalities in the Broward County area contract-out the majority of the basic housing and community development programs. But there are only a few firms that provide this type of service which results in them overextending themselves to provide assistance to many cities. Another factor that contributes to the H&CD Department's competitive advantage is partnerships with non-profit and other government entities; this allows the department to leverage funding and services for Davie residents. The H&CD Department understands the needs of its residents and works diligently to create, fund and leverage services to meet those needs.

MANAGEMENT & ORGANIZATIONAL STRUCTURE

The day-to-day operations are managed by Mr. Giovanni Moss the Housing and Community Development Director. Mr. Moss has a Masters Degree in Public Administration from Nova Southeastern University and an Undergraduate Degree in Public Management from Florida Atlantic University. Mr. Moss has over 12 years of local government experience and has worked for the Town's Housing and Community Development Department for the past 9 years. Mr. Moss is also a certified CDBG Practitioner and has extensive training in Internal Disbursement Integrated System (IDIS), Labor Standards, and Fair Housing.

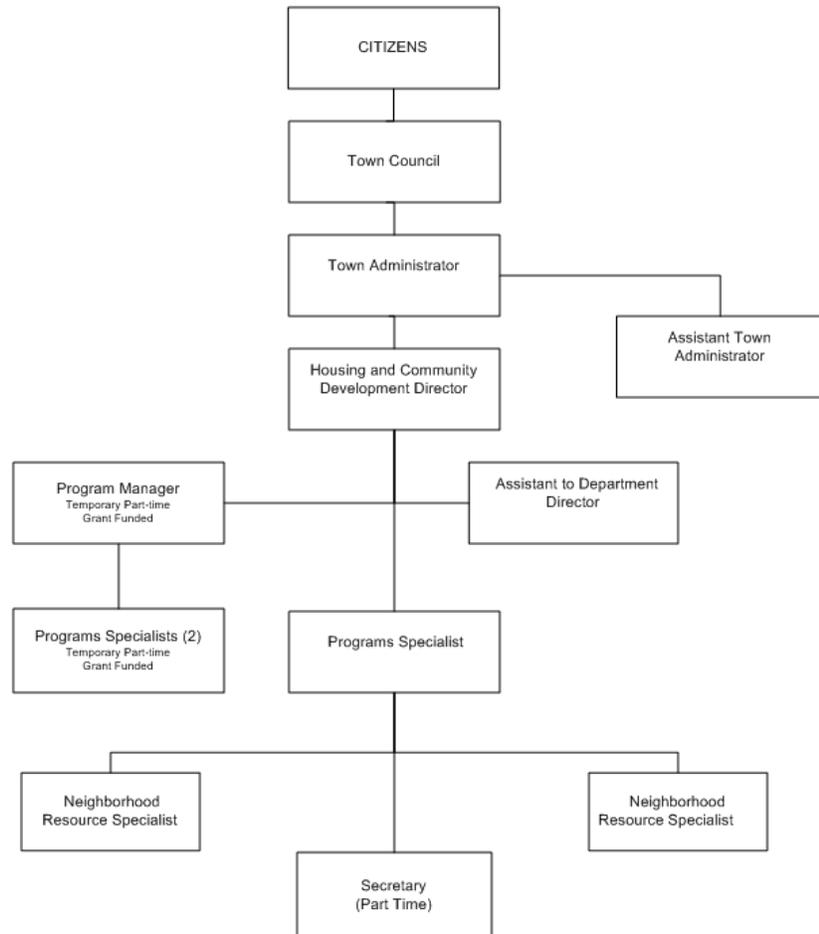


Housing and Community Development Department's Business Plan 12

The Department's second in command is Glenda Bonaventura. Ms. Bonaventura has an Associate Degree in Liberal Arts and over 5 years experience working in the housing and community development field. Ms Bonaventura is responsible for a major portion of department's daily operations. Ms. Bonaventura also has extensive training in federal grant administration such as CDBG, NSP, and CDBG Disaster Recovery Initiative Program.

All staff members are cross-trained to develop the necessary skills and certifications to ensure continuation of business in the event employees retire or find other employment. Staff members are given the opportunity to attend training courses and seminars related to the department's core services and grant funded programs.

Housing and Community Development
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PERSONNEL

The Housing and Community Development Department is one of the Town's smallest departments. There are only five (5) full time employees, one (1) part-time Secretary and three (3) temporary part-time grant funded employees administering several programs and services.

Director: The Housing and Community Development Director manages the day-to-day operations and also acts as the department grant's administrator. The Department Director also guides affordable housing developers through the permitting process and provides guidance in regards to compliance with the Town's Affordable Housing policies and incentive program. The Department Director ensures grant compliance and communicates with federal, state, and local officials in regards to grant-funded programming.

Programs Specialist: The department's Programs Specialist oversees all major projects, contracts, and ensures grant compliance. The position also functions as the liaison between the Town and Broward County in regards to our joint housing programs and federal funding consortium.

Assistant to the Department Director: This employee oversees all the department's fiscal operations and ensures all staff has the necessary resources and equipment to function efficiently. The Assistant to the Department Director prepares documentation for federal grant reimbursements. This employee also assists the Department Director in the overall implementation of the department's programs and services. The Assistant to the Department Director oversees the maintenance of project and client files which is a very critical component of the Town's grant compliance.

Neighborhood Resource Specialist: The department's two (2) Neighborhood Resource Specialists primarily focus on community outreach and working with target areas' residents. The Neighborhood Resource Specialists also have educational and training backgrounds in marketing, graphic design, and business administration. All staff members are cross-trained and developed in all areas of the department's administration.

The Programs Specialist and Part-time Secretary are represented by the Fraternal Order of Police-Associates (FOPA) the remaining staff are all exempt employees.

The H&CD Department's unique mixture of diversity, professional knowledge, and experience creates a cohesive unit that produces quality programs and services. The quality programs and services are a direct result of the staff's daily efforts and their commitment to service.



The department has a major focus on employee development and empowerment. As a result, employees are involved in the decision-making process in almost every aspect of the department's operations.

New employees go through an extensive internal training and are asked to contribute to the department's operations immediately. Employees are progressively given duties and responsibilities based on their training and comfort level. Due to the size of the department, the duties and responsibilities tend to increase in a very short period of time.

The vast majority of the department policies and procedures are based on grant compliance set forth by the Federal and State funding agencies.

Due to the size of the department, consultants are utilized to assist in the administration of specific grant-funded programs. The department's use of consultants is based on the department current workload, knowledge of the grant program, and time sensitively of completing the program. The consultant services are usually covered under the grant's administration budget. The Department also manages a number of general and specialty contractors to undertake grant funded activities.



Housing & Community Development Department - Financial Summary

	2011 Adopted Budget	2011 Actual Amount	2012 Adopted Budget	2012 Actual Amount YTD	2013 Draft Budget
Fund: 001 General Fund					
Expenditures					
PS - Personnel Services	\$348,080.00	\$295,843.81	\$336,551.00	\$249,720.34	\$250,705.00
OE - Operating Expenditures	\$66,097.00	\$58,796.28	\$71,830.00	\$63,273.52	\$75,694.00
CO - Capital Outlay	\$0.00	\$0.00	\$2,679.00	\$250,000.00	\$2,439.00
Fund Total: General Fund	(\$414,177.00)	(\$354,640.09)	(\$411,060.00)	(\$562,993.86)	(\$328,838.00)
Fund: 110 Community Devel. Block Grant					
Expenditures					
PS - Personnel Services	\$123,418.00	\$168,344.13	\$286,366.00	\$235,247.49	\$219,703.00
OE - Operating Expenditures	\$4,924,285.00	\$1,042,099.71	\$5,357,311.00	\$3,348,073.19	\$1,591,300.00
CO - Capital Outlay	\$1,839,334.00	\$629,601.58	\$1,655,065.00	\$1,182,660.83	\$1,064,911.00
OU - Other Uses	\$50,000.00	\$0.00	\$143,300.00	\$0.00	\$0.00
Fund Total: Community Devel. Block Grant	(\$6,937,037.00)	(\$1,840,045.42)	(\$7,442,042.00)	(\$4,765,981.51)	(\$2,875,914.00)
Expenditure Grand Totals:	\$7,351,214.00	\$2,194,685.51	\$7,853,102.00	\$5,328,975.37	\$3,204,752.00



DEPARTMENT GOALS/OBJECTIVES, OUTCOMES, ACTION STEPS, AND KPI

This section explains the Housing and Community Development Department's goals and objectives. It also includes the intended measurable outcomes. In addition, this section identifies the proposed steps to accomplish the objectives. Key Performance Indicators (KPI) have been developed to measure how well the department is accomplishing its objectives.

For the purposes of this document goals and objectives are an interchangeable term. They are meant to convey an overall broadly defined desired outcome that supports the Housing and Community Development Department's mission and vision.

Outcomes are the specific results that the Housing and Community Development Department hopes to achieve in furtherance of the stated "goals/objectives."

Action Steps identify the operations, procedures, and processes that achieve the stated "Outcomes." They describe who does what, when it will be done and provides a basis for measurement to ensure that goals/objectives are being met.

Key Performance Indicators are specific measurable indicators that will help in determining how well the department's "Outcomes" are being met, or exceeded. These indicators are generally quantitative (i.e., expressed in a percentage, or whole numbers) in nature. A good KPI will measure either a facet of department workload, efficiency, or effectiveness. They should be tied directly to the "Outcome" and should, when tabulated, indicate how well the department is achieving the intended "Outcome."

This section also contains the action steps that must be taken to accomplish the intended outcome. Included in the "Outcome", are the Strategic Priorities (SP) aligned with each specific outcome. The outcomes are measured by the performance indicators, listed in the last column.

The Town's Strategic Priorities are:

1. Commitment to Customer Satisfaction
2. Dedication to Excellence in Service Delivery
3. Respecting and Promoting Diverse and Sustainable Community and Neighborhood Values with consideration of our historic roots
4. Creating an Environment that is Conducive to Innovation, Creativity, and Collaboration
5. Nurturing the health, safety, and welfare of the community



GOALS/OBJECTIVES	STRATEGIC OUTCOME	ACTION STEPS	KEY PERFORMANCE INDICATOR (KPI)
<p>A. Grant Management: Manage the Town’s housing and community development grant resources effectively and efficiently to ensure that they are maintained to provide the maximum benefit to the Town and its residents</p>	<ol style="list-style-type: none"> 1. All grant expenditures are for eligible activities 2. All internal and external audits for all grants yield full compliance and minimal concerns 3. Eliminate potential for future grants to be withheld by meeting all benchmarks for expenditure rates dictated by the funding source 	<ol style="list-style-type: none"> a. Ensure that all grant applications and reports are submitted before their deadlines. b. Utilize grant funds for eligible activities and projects c. Monitor performance of grant funded projects d. Maintain the appropriate documentation d. Develop an activity work plan to track timeliness of grant expenditure 	<p>1—100% of activities/ programs submitted in the grant applications are considered ‘eligible activities’ by funding source</p> <p>2.1—100% of internal and external audits yield zero reports, from auditor, of being ‘found out of compliance’</p> <p>2.2—50% of internal and external audits yield zero ‘areas of concern’ reported by auditor</p> <p>3—120 days prior to the end of program year, ensure that no more than 1.5 times the annual allocation from the funding source is available as part of the Town’s line of credit.</p>



GOALS/OBJECTIVES	STRATEGIC OUTCOME	ACTION STEPS	KEY PERFORMANCE INDICATOR (KPI)
<p>B. Community Development: Improve the quality of life of Davie residents through community development programs that rehabilitate, construct and/or expand public facilities, single-family homes, and infrastructure</p>	<p>1. Procurement Authorization obtained as quickly as possible</p> <p>Following Procurement Authorization:</p> <p>2. All Capital Improvement Projects under \$25,000.00 completed in 6 months or less.</p> <p>3. All Capital Improvement Projects \$25,000.00 or more completed 12 months or less.</p> <p>Phases of Capital Improvement Projects:</p> <ul style="list-style-type: none"> •Procurement Authorization Phase •Procurement Phase (RFP,RFQ, Advertisement, Selection) •Construction/ Activity Phase •Close Out Phase (Inspection of project from Building Department, Contractor submission of invoice for payment, review of Davis-Bacon payrolls if CDBG funded) 	<p>a. Develop a uniform system for documenting the progress of community development programs or projects</p> <p>b. Oversee the implementation or construction of community development programs or projects</p> <p>c. Document the impact on the community</p>	<p>1—90% of Procurement Authorization for each Capital Improvement Project completed within 2 Weeks</p> <p>Projects under \$25K:</p> <p>2.1—100% of the Procurement Phase of each Capital Improvement Project completed within 60 days or less</p> <p>2.2—100% of the Construction/ Activity Phase of each Capital Improvement Project completed within 90 days or less</p> <p>2.3—100% of the Close Out Phase of each Project completed within 30 days or less</p> <p>Projects \$25K or more:</p> <p>3.1—100% of the Procurement Phase of each Capital Improvement Project completed within 120 days or less</p> <p>3.2—100% of the Construction/ Activity Phase of each Capital Improvement Project completed within 180 days or less</p> <p>3.3—100% of the Close Out Phase of each Project completed within 60 days or less</p>



GOALS/OBJECTIVES	STRATEGIC OUTCOME	ACTION STEPS	KEY PERFORMANCE INDICATOR (KPI)
<p>C. Community Development: Provide direct public services to Davie residents such as transportation, youth scholarships, emergency assistance grants, sewer connection grant, etc.</p>	<p>All available Public Service Grant funds are utilized on eligible projects within the fiscal year</p>	<p>a. Meet with residents to identify community needs</p> <p>b. Match community needs with funding sources and leverage funds if possible</p> <p>c. Prepare projects and activities to undertake improvements</p>	<p>1.1—25% of Public Service grant funds expended by the end of 1st Quarter of FY</p> <p>1.2—50% of Public Service grant funds expended by the end of 2nd Quarter of FY</p> <p>1.3—75% of Public Service grant funds expended by the end of 3rd Quarter of FY</p> <p>1.4—100% of Public Service grant funds expended by the end of 4th Quarter of FY</p>
<p>D. Expand Affordable Housing: Expand affordable rental housing and homeownership opportunities for Davie residents, especially housing for low and very low-income families and individuals, and Davie’s workforce.</p>	<p>Maximize all available resources to assist in the development of affordable housing units</p>	<p>a. Educate all stakeholders on the importance of affordable housing</p> <p>b. Market programs</p> <p>c. Provide funding to eligible clients and developers to purchase and construct affordable units.</p>	<p>1.1—Minimum of 2 Affordable housing applications submitted</p> <p>1.2—Minimum of 2 affordable housing certifications</p> <p>1.3—15 affordable housing units made available</p>



GOALS/OBJECTIVES	STRATEGIC OUTCOME	ACTION STEPS	KEY PERFORMANCE INDICATOR (KPI)
<p>E. Upgrade Existing Housing Stock: Upgrade the existing housing stock and provide loans and/or grants to income-eligible homeowners to make home repairs and replace existing substandard/leaking roofs, or “harden” the structures to protect them from Hurricanes.</p>	<p>Increase the useful life of assisted units by 10 years</p>	<p>a. Identify housing units in need of repair or hardening</p> <p>b. Market housing programs to areas of greatest need</p> <p>c. Provide funding to eligible clients to repair or harden homes</p>	<p>1.1—Rehabilitation provided for a minimum of 20 homes within the fiscal year</p> <ul style="list-style-type: none"> •minimum of 10 homes ‘Hardened’ •minimum of 10 homes made more ‘Energy Efficient’



GOALS/OBJECTIVES	STRATEGIC OUTCOME	ACTION STEPS	KEY PERFORMANCE INDICATOR (KPI)
<p>F. Improve Citizen’s Access to Social Services: Improve access to social services such as financial assistance, health care, case management, etc. for Davie residents</p>	<p>1. Make Social Service referrals available through all the existing channels of distribution</p> <p>2. Maximize the amount of Social Services available in Davie</p>	<p>a. Identify local and state services that serve Davie residents</p> <p>b. Develop a system for collecting data about the local and state services that serve Davie residents.</p> <p>c. Create resource guides and web based tools to educate Davie residents on available services</p> <p>d. Create/ Maintain centralized locations for Davie residents to access services</p>	<p>1— Host at least 12 Community Meetings (collective) at the community centers in the Town’s underserved neighborhoods.</p> <p>2—Make at least 15 Social Services available to Davie Residents via the Town’s Facilities: Neighborhood Service Center, Eastern Davie Community Centers, Rick & Rita Case Boys & Girls Club, and Orange Park Community Center.</p>



V. OPERATIONAL PLAN:

The Town's Housing and Community Development Department is located within the Town's Neighborhood Service Center. Operating hours begin at 8:00 a.m. and conclude at 5:30 p.m. Staff schedules vary to ensure full coverage during the department's operating hours. The department also coordinates quarterly community meetings within three (3) Target Areas that begin at 6:30 p.m. and end at 8:30 p.m. On a day-to-day basis the department is managing multiple grant programs and assisting the general public in accessing a wide array of internal and external services. As mentioned earlier, there are a total of six members of the department that administer a myriad of housing and community development programs.

Production

The Housing and Community Development Department provides a myriad of programs and services.

To administer the programs within the department, the Housing and Community Development Department adheres to grant requirements. Programs and services are developed within the parameters of the grant requirements based on the needs of the community. The department interacts with members of the public on a daily basis and strives to maintain a high level of customer service.

The following are program objectives that result in the department's production goals:

Grants Management

- Secure and leverage grant resources to maintain or expand service levels to Davie residents
- Ensure compliance with federal and state grant requirements
- Submit timely grant applications and grant-related reports
- Provide grant management training and education opportunities to staff

Housing Programs

- Provide homeownership opportunities through grant resources
- Upgrade existing housing stock through housing rehabilitation and home hardening programs
- Expand affordable rental housing through grant resources and affordable housing incentives
- Prevent foreclosures and homelessness through education and emergency assistance



- Assist residents displaced by hurricanes or the closure of mobile home parks
- Provide housing counseling training opportunities to staff

Community Development Programs

- Undertake capital and public facility improvements in targeted areas
- Fund public service activities (emergency assistance program, youth scholarships, transportation, etc.)
- Provide Community Development Block Grant specific training to staff

Neighborhood Revitalization Program

- Develop partnerships to expand the level of services to Davie residents
- Meet with Target Area residents to receive citizen input
- Address citizen concerns

Social Service Referral Program

- Provide Davie residents with referrals to appropriate social service agencies for assistance
- Manage the Town's Neighborhood Service Center to increase the delivery and access of social services to Davie Residents

Quality Control

The Housing and Community Development Department quality is regulated largely by its grant funded programs. Most of the programs that the Department provides to residents are funded through County, State, and Federal agencies. Therefore, the regulations and laws at the various levels establish the quality control standards/policies and procedures that the Department must abide by in order to ensure program compliance. For example, the Community Development Block Grant Program provides funding for several critical programs that the Department administers such as the Emergency Assistance Program. The standards for administering these funds are set forth in Section 24 Code of Federal Regulations (CFR) 570.

Internally, the Director and the staff provide an additional layer of oversight in regards to file maintenance and program implementation. All staff members have different areas of expertise and work closely with the Director to ensure that all of the files have the appropriate documentation and information in the program records. In some instances the Department utilizes external parties such consultants and grant-funded technical advisors to ensure compliance. The Department is required to review program files when there is an impending monitoring visit by the funding agency.



Legal Environment

There are several types of legal requirements to which the Housing and Community Development must adhere.

- Maintain compliance with the State Housing Initiative Partnership (SHIP) Program funding requirements
- Maintain compliance with the Federal Community Development Block Grant Program (CDBG) funding regulations and requirements
- Maintain compliance with HOME Partnership Program funding requirements
- Adhere to the Town's Affordable Housing Development Incentives Plan
- Comply with all reporting requirements of the Federal funded programs. These reporting requirements include; but are not limited to the following: Semi-Annual Labor Standards Enforcement Report, Consolidated Activity Performance Evaluation Report, DRI Monthly Report, etc.
- Provide information for completion of a SHIP Annual Report
- Seat Affordable Housing Advisory Committee triennially for SHIP
- IDIS Drawdown - The mechanism HUD uses to disburse grant funds to its Community Planning Development formula grantees and provides grantees a mechanism to describe the projects and activities that use CDBG funds.
- Monthly Cash Transaction Report
- Develop and submit Annual CDBG Action Plan
- Prepare and record mortgage documents with Broward County for various grant programs

The Housing and Community Development Department oversees both State and Federally funded Housing Programs.

All of the contractors that work under the Town's Home Repair Programs must be State licensed. Any work performed under the Town's programs must be fully permitted and inspected.

As stated above there are many regulations and required reporting standards that the Housing and Community Development Department must adhere to.

The Department is charged with enforcement of the Davis-Bacon Wage Act where any project receiving federal funds must pay specific job classifications as prescribed by federal "Wage Decisions". Each contractor must report all wages paid to its employees to the Housing and



Community Development Department. These wages are reviewed for compliance with a specific “Wage Decision” and if not in compliance, draw or payment to the contractor is not authorized. Copy of the Davis-Bacon checklist is attached to this document.

All properties to be developed using federal funds must receive environmental clearance.

All contracts between the Town and its contractors contain specific insurance requirements.

All properties developed through the Housing and Community Development Department must meet the Zoning and Building Code requirements as do any other projects or developments within the Town.



VI: APPENDICES

Include details and studies used in your business plan; for example:

- Municipality Comparison
- 2007-2012 Consolidated Plan
- FY 2009/10 Action Plan
- 2008/09 Consolidated Annual Performance And Evaluation Report
- Maps of the Town's Community Development Block Grant (CDBG) Target Areas
- NSC Agencies Flyer
- Resource Guides
- Function Charts
- Davis-Bacon Checklist
- Lease Agreements



	Coral Springs	Hollywood	Margate	Miramar	Pembroke Pines	Plantation
Contact	Vicky Placide	Nancy Caruso	NCS	Shawn Gayle	Mike S. & CRA	Kristy Richardson
Population	128,000	138,465	53,207	112,000	152,000	85,688
Dept. Full Time	1	14	0	6	0	1
Dept. Part Time	2	0	0	2	0	2
Internal Grant Management	Mostly consultant	Yes	No	Partial	No	Mostly consultant
Community Development Program	Yes	Yes	Yes	Yes	Yes	Yes
Housing Program	Yes	Yes	Yes	Yes	Yes	Yes
Affordable Housing Incentive	No	Yes	Yes	Yes	No	No
Disaster Recovery Program	No	Yes	Yes	Yes	Yes	No
Neighborhood Revitalization Program	No	No	No	Yes	No	Yes
Social Service Referral	No	Yes	No	Yes	No	No
Neighborhood Service Center	No	No	No	Yes	No	No
Community Meetings	Yes	Yes	No	No	No	Yes
Fair Housing Outreach	Yes	No	No	Yes	No	No
Resource Guides	No	Yes	No	Yes	No	No
CDBG Funds	\$907,444	\$1,514,471	\$416,519	\$780,175	\$884,500	\$515,995



**Human Resources Department
BUSINESS PLAN**

Town of Davie

Stacey H.S. Hipsman, J.D., SPHR

Director of Human Resources

954-797-1100

Stacey_Hipsman@davie-fl.gov



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II. General Department Description

Mission Statement

The Mission of the Human Resources Department is to promote a productive and diverse workforce as well as embrace our customers' changing needs. Human Resources strive to provide employees with the tools, training and knowledge that will motivate them to perform at the most effective and efficient level. We inspire and encourage a high level of employee morale through recognition and effective communication while providing constant feedback. We establish, administer and communicate sound policies and practices that treat every employee with dignity and equality while maintaining compliance with applicable law, policy and regulation.

Value Statement/Philosophy

In serving Town departments, employees, and the public, we value our Town's Strategic Priorities:

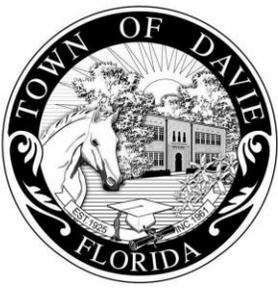
- Customer Driven
- Respect
- Integrity
- Excellence
- Leadership

Executive Summary

The Human Resources Department plays an essential role in helping to achieve the strategic priorities of the Town of Davie. Our Department is committed to providing efficient and effective human resource services to all stakeholders while ensuring compliance with federal, state, and local employment laws.

While the foundation of an effective Human Resources Department is its ability to efficiently utilize an organization's workforce to achieve the strategic priorities, it is our obligation to make certain that employees have the knowledge, and core essentials to perform their jobs. This is something that is accomplished by ensuring all employees have position descriptions and clear performance standards. Other functions include but are not limited to, recruitment, training, benefits, performance management, employee and labor relations, and risk management. In addition, our department emphasizes the importance of remaining up to date on current trends, technology, and incentives while providing exemplary service to our internal and external customers.

The role of the Human Resources Department is always evolving. As HR professionals, we must find new ways to decrease costs, improve employee health and wellness. We must find innovative ways to not only recruit the best in the industry but to ensure that employees stay satisfied and focused on achieving the department's and Town's strategic priorities. The Town of Davie's Human Resources Department will continue to work with senior management and all of the departments to ensure that a balance is struck



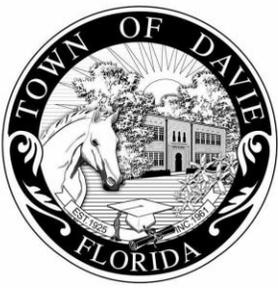
between meeting the needs of our employees, the Town of Davie and successfully controlling costs associated with employees.

S.W.O.C. Analysis

STRENGTH	Description	Options for Preserving or Enhancing Each Strength
Benefits Administration and Support	Competitive/Comprehensive benefits package for employees with highly trained staff to administer and assist employees.	Automated Health Benefit System. Creating Health Benefit Booklet
Communication	Excellent communication with our employees, citizens and neighboring cities.	Strive to maintain excellent communication with our employees, vendors, and council members through events, publications, training and meetings.
Customer Service	Staff that is dedicated to providing excellent customer service to all employees and the public.	Continued training in customer service. Continuous improvements on website and other avenues to provide more availability of our services to employees and the community.
Recruitment	Professional and effective recruitment program which consist of an experienced staff and a workforce management system (NeoGov) that allows us to utilize technology to provide an efficient process.	Learning, educating and developing more of the functions, and reports available through NeoGov. Utilizing E-verify to ensure individuals have proper work authorization to work.
Risk Management	Maintaining an aggressive claim management system and return to work policy. Consistently reviewing the insurance market and Town policies to ensure appropriate coverage at the best price. Provide excellent service to our employee while on workers compensation.	Maintain efficient communications with insurance providers and employees allowing quicker processing of claims. Quarterly claim reviews are conducted to monitor reserves and ensure expedient claim closure.



Knowledgeable Staff	Through cross-training and effective communication, Human Resources personnel are able to respond to questions and concerns even in the absence of the primary person responsible for that function.	Continue to provide training to Human Resources personnel to make certain that they are up to date on current business practice and all federal, state, and local employment laws. Establish flexibility charts to ensure effective knowledge transfer among the staff.
WEAKNESS	Description	Options for Improvements
Insurance Coverage	Rising cost of health, property, workers compensation, EPLI, and overall insurance policies due to environmental and economical changes in the industry.	Continue looking for ways to control and lower insurance costs. Researching Health Care Regionalization programs to assist in cost saving. Benefit Surveys with neighboring municipalities for comparative analysis. Utilize performance improvement programs to obtain best possible price for property and casualty insurance coverage.
Classifications System	Inconsistency between represented and non-represented pay policies. Currently system cannot easily adapt to multiple pay scales for purpose of using data reports in decision-making.	Need classification system review Increase efforts to decrease inconsistencies in collective bargaining agreements.
Limited Resources	Decrease in staffing support, increase in work load.	Leverage automation of technology. Process improvements. Transfer noncore functions to field or hiring authorities
Digital Filing System	Utilizing a large amount of paper due to our current filing system.	Investigating various systems and processes that will assist us in working toward our goal of having digital files.



Human Resources/Payroll Information Systems	Limited capabilities in New World System which includes unreliable reports and tracking.	Work with the New World system developers to overcome the challenges we have with New World. Increase efforts to establish reports with Crystal reporting software.
OPPORTUNITY	Description	Options for Taking Advantage of Each Opportunity
Management and Staff Training	Provide training and development opportunities for staff at all levels in the organization to including represented employees. Create a supervisor training curriculum that will be administered to new supervisors.	Increase amount of training offered to Town employees through continuing education programs and staff training sessions.
Policy Development	Create and maintain consistency in one common repository for the Town's policies and procedures.	Complete, disseminate and train on the entire Town's updated policies. Centralize location of policies and on-line access to information.
Volunteer Program	Enhancing the volunteer program to attract an educated and dynamic pool of volunteers to assist the Town toward its mission.	Assist the Town in cost saving with additional volunteer staff.
Position Descriptions and Class Specifications	Develop position descriptions that will be separate and apart from class specifications. These position descriptions will be used to create performance standards for all positions in the Town and provide employees a formal opportunity to acknowledge their current duties.	Evaluate and update current class specifications Create general and accurate position descriptions for all positions in the Town.
Collective Bargaining Agreements	Consistency in the Collective Bargaining Agreements.	Move toward a common language with policy and benefits between the different Collective Bargaining Agreements.
CHALLENGE	Description	Options for Overcoming Each Challenge
Unions and Collective Bargaining Agreements	Unions create a variety of financial demands and require much staff time. No consistency between the different Collective Bargaining Agreements	Facilitate communication so union leadership understands the financial and economical challenges the Town is currently



	contracts and has little, to no room to negotiate various contracts for cost savings.	facing. Invite union representatives to Town and community forums, budget and goal setting sessions.
Budget Cuts	Loss of funding and continued required mandates. Limited career training for staff. Limited, to no promotional or career advancement for staff.	Continue to automate and find most efficient way to complete tasks.
Insurance Costs Increase	Rising cost of health, property, workers compensation, EPLI, and overall insurance policies due to environmental and economical changes in the industry.	Continue educating employees and finding ways to lower costs and administer benefits. Educating and training through classes and newsletter. Continue to expand wellness programs. Utilize performance improvement programs to obtain best possible price for property and casualty insurance coverage.
Security and Confidentiality	Due to the nature of the Human Resources and Risk Management functions, we require more security and confidentiality in order to protect Town employees (e.g.. HIPPA).	New Town Hall which will allow for proper configuration of Human Resources office and file room.

Products & Services

The customers of the Town of Davie Human Resources Department can be broken down into two categories. Our primary area of focus is with our internal customer, the Town of Davie employees and families. Our secondary market is the Town of Davie residents, candidates for employment with the Town, and all other customers and vendors.

Human Resources is responsible for organization-wide activities in the following areas:

Employment and Recruitment – Provide and manage the online application process to expedite hiring and attract qualified candidates from culturally diverse applicant pools. Conduct various new hire and promotional assessment exams. Assist in the selection and placement of new hires.

Employee Benefits Administration – Coordinate and direct the Town’s benefits program consisting of a full IRC 125 cafeteria plan which allows employees to customize their own benefit offerings. This includes health plans and current benefits such as life, long term disability, and short term disability.



Employee Health and Wellness – Coordinate production of wellness initiatives, provide various classes in stress management, smoking cessation, nutrition, and diabetes education.

Employee Development and Training – Coordinate and administer employee training, including harassment, customer service, communication, general supervisory principles, and various other topics. Manage employee performance evaluation system and ensure that all employees are evaluated on an annual basis.

Labor and Employee Relations - Responsible for continuous improvement of employee relations through training programs, union negotiations, problem resolution assistance and support to ensure compliance with state and federal labor laws. Investigate claims or allegations of discrimination or sexual harassment and assist supervisors in dealing with employee discipline issues.

Risk Management and Safety – Manage the Town’s Workers’ Compensation program and ensure that all eligible employees who experience a work related injury or illness receives appropriate medical care and equitable benefits. Provide assistance, guidance, and safety training to Town departments to minimize the number of workplace injuries.

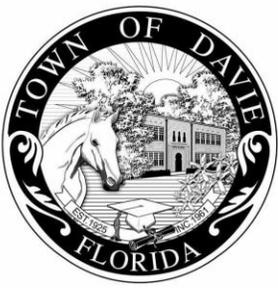
Legal Compliance and Litigation Avoidance – Administer, review, and revise Human Resources Policies and Procedures in order to ensure compliance with federal, state and local employment laws.

Records Management – Maintain complete and accurate records regarding each employee and position, to comply with legal requirements regarding retention and release of personnel records, and to preserve the confidentiality of personnel records.

Pay and Classification Management – Manage and produce job classifications, wage, and salary for all Town personnel. Evaluate class specifications and position descriptions to ensure appropriate salary grade of pay; administer annual increases; administer salary structure; manage pay policies and practices.

Management & Organizational Structure

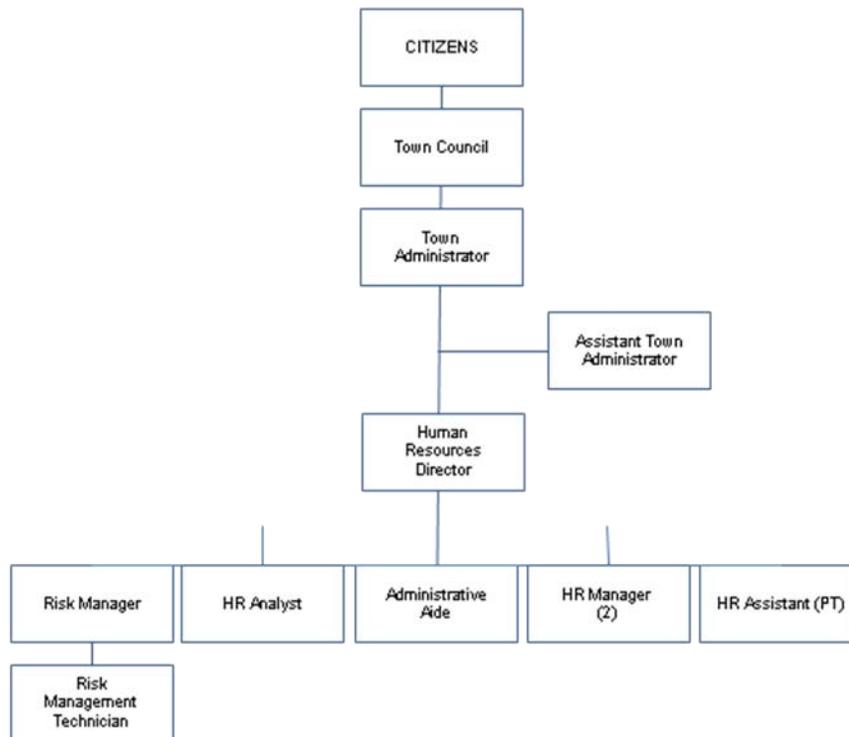
The Town of Davie Human Resources Department is led on a day to day basis by the Director of Human Resources Stacey H. S. Hipsman. Ms. Hipsman has over 20 years of Executive Level experience managing and directing the operations of Human Resources and Risk Management to include areas of Labor Relations, Legal Compliance, Benefits Administration, Pay and Classification, Worker’s Compensation, and Strategic Management. Ms. Hipsman is noted as one of the leading Labor Relations experts in the public sector and carries the designation of SPHR (Senior Professional in Human Resources) and is a 3-year Sterling Examiner on Florida’s Sterling Council reviewing and assessing best practices and processes of other organizations. Additionally, Ms. Hipsman is a licensed attorney and earned her Juris Doctorate in 1988 from the University of Miami. Prior to that, she graduated from The George Washington University with a Bachelor’s in Business Administration with a concentration in Collective Bargaining. Ms. Hipsman has handled numerous labor and employment cases in state and federal courts, and has represented employer’s interests in more than 300 arbitrations and administrative hearings. She is a Certified Professional Trainer, and is noted as a subject matter expert on Wage & Hour Law, Employment Discrimination, FMLA, and Discipline and Dispute Resolution, having spoken throughout the country on various topics related to the employee/employer relationship.



The staff of the Human Resources department, which consists of 8 individuals, has a combined total of over seventy (70) years of related Human Resources and Risk Management experience making the department well equipped to handle the variety of Human Resources issues that are presented. In addition, the staff is cross trained so that in the event of any unanticipated absences, functions can continue to be handled in an efficient and professional manner. The most of the staff hold either Bachelors or Masters degrees. Many are working on or have completed certifications within the field of Human Resources.

Human Resources

Organizational Chart



Personnel

As stated above, the eight (8) member staff of the Human Resources Department has over seventy (70) years of related Human Resources and Risk Management experience. Individual positions are broken down into job functions; however, due to the small size of the staff, all staff is trained on a variety of functions so that in the event of absences, operations can continue without delay. The Human Resources staff is made up mostly of Human Resource Professionals within the following titles:

1. Human Resource Director,
2. Benefits Manager,



- 3. Risk Manager,
- 4/5. Two Human Resource Managers,
- 6. Risk Management Technician,
- 7. Administrative Aide,
- 8. Human Resource Assistant.

Vacancies that exist in the department are filled on an as needed basis after an analysis is done to determine if the workload warrants the replacement of the position. Positions that need to be replaced would be posted, an interview would be conducted and a selection made based on the qualifications of the successful candidate.

Currently all of the functions of the Human Resources department are done in-house with very little work being contracted to vendors. There are three contracts that currently exist and they are evaluated on an annual basis to determine if the contract continues to be the most effective and efficient way to handle those tasks. The three contracts are for fire promotional exams and testing, for the Risk insurance agent of record and Neogov.

III. DEPARTMENT GOALS/OBJECTIVES, STRATEGIC OUTCOMES, ACTION STEPS, AND KPI

GOALS/OBJECTIVES	STRATEGIC OUTCOME	ACTION STEPS	KEY PERFORMANCE INDICATOR (KPI)	MEASURES
<p>A. Employment, Recruitment and Retention:</p> <p>Continue to recruit select and retain the most highly qualified candidates in the most cost effective manner while embracing and benefiting from the cultural diversity of our community.</p>	<p>1. Providing a highly qualified and efficient workforce that will assist in accomplishing Town wide strategic priorities. (Strategic Priority # 1, 2 & 5).</p>	<p>1. Track new employees, promotions, transfers and terminations.</p> <p>2. Track average number of days to fill a position from the time requisition is approved.</p>	<p>1. % of individuals hired, placed, transferred or promoted to permanent positions.</p> <p>2. % of new employees that left prior to one full year of service.</p> <p>3. 25% of exit interview conducted.</p> <p>4. % of qualified applicants per requisition.</p>	



GOALS/OBJECTIVES	STRATEGIC OUTCOME	ACTION STEPS	KEY PERFORMANCE INDICATOR (KPI)	MEASURES
<p>B. Organizational Alignment: Establishing a separation between class specification and position descriptions can help to increase individual and organizational effectiveness through organization alignment.</p>	<p>1. Revise classification structure by developing more accurate class specifications and creating Town wide position descriptions. (Strategic Priority # 1, 2 & 5).</p>	<p>1. Develop position descriptions that will be separate and apart from class specifications. 2. Continue to review and revise current class specifications to ensure they are in line with actual duties.</p>	<p>1. Create 25% of position descriptions annually. 2. Revise 25% class specifications and review annually.</p>	
<p>C. Employee Health, Wellness and Benefits Administration To promote personal wellness in order to create and sustain a healthy and productive workplace.</p>	<p>1. Expand the Town-wide wellness initiative in order to significantly reduce health care costs, sick leave and absenteeism by offering one health fair and a minimum of 6 wellness classes each year. (Strategic Priority # 1 & 2).</p>	<p>1. Organize and administer annual employee health fair. 2. Create focus group to evaluate and analyze claims and suggest possible Town wide training.</p>	<p>1. 65% participation at Health Fair. 2. Facilitate a minimum of six (6) wellness classes/screenings annually. 3. Track average number of sick hours taken per fiscal year by full time employees. 4. % of savings tracked annually.</p>	
<p>D. Employee Development and Training Ensure that all Town employees receive training necessary to achieve development of skills, knowledge, abilities and attitudes related to their job duties.</p>	<p>1. Revise current Town orientation. (Strategic Priority # 1, 2 & 4). 2. Improve service through in-house training and outside training. (Strategic Priority # 1, 2 & 4). 3. Provide employees with the opportunity for individual growth through various training classes. (Strategic Priority # 1, 2 & 4).</p>	<p>1. Orient all new employees on Town policies and procedures within two (2) weeks of employment. 2. Keep current Town employees up to date on policy and procedure changes. 3. Develop department orientation checklist to ensure that new employees are taught the skills, knowledge, abilities and attitudes necessary to safely and efficiently perform their jobs. 4. Provide supervisory, management, and</p>	<p>1. % of new hires receiving their New Hire Orientation within two weeks of hire. 2. Provide 5 mandatory training sessions annually to keep employees abreast of the Towns policies and procedures. 3. Working to obtain 25% of all departments formalizing new hire orientation checklist. 4. 70% of all supervisors participate in supervisor training classes annually or within 18 months of hire. 5. % of survey with positive responses and general understanding about</p>	



GOALS/OBJECTIVES	STRATEGIC OUTCOME	ACTION STEPS	KEY PERFORMANCE INDICATOR (KPI)	MEASURES
		<p>human relations skills training so that supervisors can effectively work with the employees they supervise and accomplish department/Town goals and objectives.</p> <p>5. Provide all Town employees with human relations skills training so they can courteously and effectively serve the public and work efficiently with other Town employees.</p>	<p>the training.</p>	
<p>E. Labor and Employee Relations</p> <p>Increase employee satisfaction and morale. Ensuring employees has an understanding of the Town's policies and procedures.</p>	<p>1. To increase our collective efficiencies and focus on the evaluation process, we will begin with new Modification of the time schedule for completion of annual evaluations for executive and non-represented employees. (Strategic Priority # 1 & 2).</p> <p>2. Make certain that employees are both satisfied with their working environment and are aware of the policies and procedures for reporting complaints (Strategic Priority # 1 & 2).</p>	<p>1. Track number of disciplinary actions throughout the Town by frequency and degrees.</p> <p>2. Address compliance with EEOC rules and regulation.</p> <p>3. Ensure that all employees receive evaluations on an annual basis and implement the new due dates of August 1st through September 15th of each year.</p>	<p>1. % of reviewed and tracked disciplinary actions throughout the Town.</p> <p>2. % of employees receiving their annual evaluation timely.</p> <p>3. % of employee's engagement at annual Town events.</p> <p>4. % of grievances filed at step 2 or 3.</p> <p>5. % of full time employee's unscheduled absenteeism.</p>	



GOALS/OBJECTIVES	STRATEGIC OUTCOME	ACTION STEPS	KEY PERFORMANCE INDICATOR (KPI)	MEASURES
<p>F. Risk Management and Safety</p> <p>Reduce the financial exposure for the Town of Davie and promote a safer working environment.</p>	<p>1. Enhance a safety program. (Strategic Priority # 1 & 2).</p> <p>2. Improve the information flow for exposures with monthly and quarterly reporting. (Strategic Priority # 1 & 2).</p>	<p>1. Organize and administer annual Town of Davie Safety Day.</p> <p>2. Send out surveys about safety day desired topic and employee interest and analyzes to increase safety day participation.</p> <p>3. Implement specific training annually.</p> <p>4. Report quarterly and monthly updates to Department Heads.</p> <p>5. Establish benchmark and target for employees to increase employee participation.</p>	<p>1. 20% Employee participation at Safety Day each year.</p> <p>2. ## of medical only claims ratio of open to closed claims.</p> <p>3. ## of lost time claims ratio of open to closed claims.</p> <p>4. ## of all other insurance claims ratio of open to closed claims.</p>	
<p>G. Standardization of Business Practices/Operation Procedures.</p> <p>To maintain a strong competitive position in a volatile market, the Town must find a centralized way to increasing efficiency and standardizing business processes.</p>	<p>1. Ensuring 100% compliance with all federal, state, and local employment laws (Strategic Priority # 1 & 2).</p> <p>2. Centralize location of Town polices available in the employee handbook as well as on-line access to information. (Strategic Priority # 1 & 2).</p>	<p>1. Review policy manual with each Department Director.</p> <p>2. Complete, disseminate and train on all the Town's updated policies.</p>	<p>1. 100% Completion of Employee Handbook/Policy Manual within one year.</p> <p>2. Conduct three-year review of employee handbook and five-year review of Operating Procedures.</p> <p>3. Review Employee/Policy Handbook with 100% of Department Directors.</p> <p>4. Ensure that 100% of employees receive and acknowledge receipt of Employee Handbook/Policy Manual.</p>	



Audience/Channels

The Human Resources Department has both an internal and external audience. Our internal audience consists of Town Departments and Town employees, while our main external audience is applicants for employment with the Town of Davie.

In order to be successful in getting information to our audience the Human Resources Department must take advantage of many different channels of communication, some of which are listed and described below.

Internet:

Continue to take advantage of the internet which provides the Human Resources Department with many tools that can be used for conducting recruitment activities as well as internal/external communications in efficient and cost effective ways.

Intranet:

The Town as well as Human Resources and all Town employees can benefit from the implementation of a Town-wide intranet system. An Intranet system will allow for better internal communication, sharing of resources and best practices, improved customer service, and reduction of paper work.

Email:

Continue to use email as a method of distributing information to Town employees as well as customers.

HR Connection Newsletter:

Continue to develop and distribute department newsletter which has created a great way to inform and update Town employees on a multitude of topics.

Employee Wellness Program:

As part of Human Resources continued commitment to total employee health and wellness, it will expand its list of courses offered to Town employees as well as continuing to provide an annual employee Health Fair.

The health fair has proven to be an effective method of informing employees of the benefits provided by the Town. Employees are also provided the opportunity to take advantage of multiple health screenings and informative feedback from healthcare professionals.

Newspapers:

With the increased cost of advertising and budget constraints, the Human Resources Department has limited the use of newspaper advertising.

Safety Committee:

Continue to provide guidance and support to the Town's Safety Committee. Use committee members to disseminate safety policy, procedures, and awareness throughout the Town.



Bulletin Boards:

The Human Resources Department uses Bulletin Boards to communicate policies and procedures, job opportunities, and safety posters to Town employees.

The major competitive advantage of the Town's current Human Resources Department is its understanding of the Town's current and future business strategy. Our strategic priorities are in line with that of the Town Council. Also, our department offers employees and the public with access to on-site HR expertise that would not be found if department functions were outsourced. This expertise provides the Town with increased flexibility and speed of response to any HR problem.

Objective

The Human Resources Department acts as the link between our organization's management and staff. Through daily communication with Town staff and management we are able to create and maintain the proper policies, procedures, and trainings required to provide stakeholders with effective and efficient public services.

We believe that the most important factor to an organization's success is its people. When a workforce that encompasses the proper knowledge, skills and abilities is provided with the needed tools to succeed, an organization's strategic priorities will not only be met, but surpassed. Our objective is to maintain a workforce that is driven to fulfill department and Town-wide objectives, while adhering to the core values outlined by Town Council. To accomplish this, we will continue to recruit and retain top quality personnel and provide training that will help employees succeed.

Feedback/Timelines

To assist us in evaluating our services we will conduct internal and external surveys. Internal surveys will be conducted at least once a year and will focus on employee benefits, wellness initiatives, training opportunities, and overall department service. External applicant surveys will be available through our online application system which will provide customers with the ability to recommend how we can better serve them. We will also continuously survey neighboring municipalities to ensure that the Town remains competitive.

V. OPERATIONAL PLAN

The Human Resources Department has hours of operation from 7:30AM to 5:00PM Monday through Thursday, and 8:30AM to 5:00PM on Friday. The department is located at 6591 Orange Drive, Davie, FL 33314 in Building B. Human Resources is a service department made of eight (8) individuals handling all of the Human Resources needs of the Town of Davie. The main functions include; Benefits Administration, Recruiting and Selection, Risk Management and Employee Relations. The staff members are all located within one main office with several of the staff members having individual offices within the main office. Most of the staff is located in the main area which was recently remodeled to allow for a



continuous flow of communication between most of the staff. This set up is beneficial in that it allows for informal cross-training to occur based on the office environment.

Production

The Town of Davie Human Resources Department offers a variety of services focusing on answering employee questions, ensuring a safe, equitable and enjoyable employment environment and providing necessary forms and documents to employees and the public.

The services that Human Resources provide include:

- Benefits Administration
- Recruitment and Selection
- Risk Management
- Workers Compensation
- Employee Training & Development
- Employee Relations including Collective Bargaining
- Legal Compliance
- Compensation Administration
- Employee Wellness
- Employee Workplace Health & Safety
- Personnel Policy Development
- Records Management

All of the Human Resources services listed above are handled in house by our Human Resources staff which continuously strives to improve customer satisfaction while offering excellent customer service.

Legal Environment

The Human Resources department has a multitude of legal requirements in order to maintain compliance with all Federal, State and local employment laws. In addition, we must continuously observe Supreme Court rulings which dictate precedence in cases where specific laws may be open to interpretation.

The following represent the legal requirements Human Resources deals with most frequently:

Federal

- Title VII Civil Rights Act
- FMLA
- COBRA
- ADA
- ADEA
- Various IRS Codes (125, etc.)
- Military Leave Act
- 440 Workers Compensation



- 447 Collective Bargaining in the Public Sector / Labor Organization
- Pregnancy Discrimination Act
- HIPPA

State

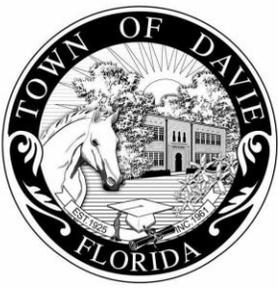
- FSS 110 – State Employment
- FSS 111 – Public Officers
- FSS 112 – Public Officers & Employees
- FSS 119 – Public Records
- FSS 120 – Administrative Procedure Act
- FSS 121 – Florida Retirement System
- FSS 122 – State and County Officers and ERS
- FSS 125 – County Government
- FSS 175 – Firefighter Pensions
- FSS 185 – Municipal Police Pensions
- FSS 250 – Military Affairs
- FSS 251 – Florida State Defense Force
- FSS 252 – Emergency Management
- FSS 292 – Veterans’ Affairs
- FSS 295 – Laws relating to Veterans
- FSS 322 – Drivers Licenses
- FSS 435 – Employment Screening
- FSS 440 – Workers’ Compensation
- FSS 443 – Unemployment Compensation
- FSS 445 – Workforce Innovation
- FSS 446 – Job Training
- FSS 447 – Labor Organizations
- FSS 448 – General Labor Regulations
- FSS 450 – Minority Labor Groups
- FSS 624 – Insurance Code
- FSS 760 – Discrimination in the treatment of persons

The above laws represent the majority of the legal requirements the Human Resources department is responsible for ensuring that the Town of Davie complies with.

VI: APPENDICES

The following is just some of the information that can be found by visiting the Human Resources Web Page:

- Job Opportunities/Application - <http://agency.governmentjobs.com/davie/default.cfm>



- Job Interest Cards - <http://agency.governmentjobs.com/davie/default.cfm?action=openjobrequest&EmployerID=1593>
- Employee Benefits - http://www.davie-fl.gov/Pages/DavieFL_HumanResrs/Employee%20Benefits
- Health & Wellness links http://www.davie-fl.gov/Pages/DavieFL_HumanResrs/Employee%20Wellness%20Page
- Personnel Policies - http://www.davie-fl.gov/Pages/DavieFL_HumanResrs/Administrative%20Policies%202010
- Forms such as: Citizen Incident Report, Accident Incident Report, Form W-4, etc
- http://www.davie-fl.gov/Pages/DavieFL_HumanResrs/A%20to%20Z%20Form%20Directory
- Collective Bargaining Agreements - http://www.davie-fl.gov/Pages/DavieFL_HumanResrs/CBAs/index
- Personnel Rules and Regulations - http://www.davie-fl.gov/Pages/DavieFL_HumanResrs/Rules/index

For additional information or documentation, please visit: http://www.davie-fl.gov/Pages/DavieFL_HumanResrs/index



**Police Department
BUSINESS PLAN**

Town of Davie
Patrick Lynn
Chief of Police
954-693-8320
plynn@davie-fl.gov



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I. GENERAL DEPARTMENT DESCRIPTION

A. Mission Statement

The Davie Police Department exists to serve and protect its citizens. The department is committed to working in partnership with the citizens for the mutual purpose of promoting safe streets and neighborhoods, creating a community free from the fear of crime, and improving the overall quality of life.

B. Value Statement/Philosophy

The Davie Police Department's service to its citizens is founded on an ideal of respect for the rights of each individual. Department members shall maintain the highest standards of personal integrity and ethics, and a sense of community interaction that focuses on solutions to citizen and community problems. Our members recognize that all incidents and issues that may be encountered in the line of duty are to be treated in the spirit and manner that best exemplifies the values of compassion, integrity, thorough attention, resolve, and accountability.



C. Executive Summary

Serving a diverse and growing community of over 93,000 residents, and positioned as the educational hub of Broward County, with over 63,000 college students, the 243 members of the Davie Police Department face many unique challenges, which we are prepared to meet. The Police Department operates on a continual basis, offering law enforcement services twenty-four hours a day, seven days a week. As a state accredited agency, we take pride in our reputation as a professional, progressive police department.

With the growing community, the department is continually scanning the external environment seeking new and improved innovations to enhance law enforcement services while not adversely impacting the budget. The Police Department strives for excellence in service and continually trains staff to add value to the law enforcement services provided to the Davie community. Over the past several years, the Police Department has developed new systems for crime analysis and data analysis to increase the effectiveness of policing in the community. These new systems include database management systems, technological improvements, and information sharing meetings.

The Police Department continues to improve community relationships by developing partnerships with local residents and businesses through the offering of neighborhood watch groups, attendance at homeowner association meetings and other civic meetings throughout the Town. The Davie Police Department has incorporated an agency-wide community oriented policing philosophy, which has enabled various units within the department to work in teams. This has also increased communication department-wide.

The Davie Police Department looks forward to continued inter-department partnerships and strives to maintain the vision and strategy of the Town.



D. S.W.O.C. Analysis

Strength	Description	Options for Preserving or Enhancing Each Strength
Personnel	<ul style="list-style-type: none"> - Qualified professionals at all levels - Well-trained 	<ul style="list-style-type: none"> - Offer competitive salaries and benefits - Inspire morale and provide positive work environment
Firearms Facility	New firearms facility can be rented and leased to outside agencies for revenue purposes.	- Revenue source
Equipment	Equipment for officers and civilian personnel	- Ensure consistent funding to provide newly enhanced equipment for officer/personnel safety
Training	Annual training	- Provide continual and consistent training to ensure FDLE and CFA compliance



Community Support	The Police Department has a positive working relationship with the community	<ul style="list-style-type: none"> - Continue to provide services and programs that enrich the community and residents - Provide professionalism and excellence through staying current with laws, benchmarking other organizations and incorporating their best practices
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Weakness	Description	Options for Preserving or Enhancing Each Strength
Staffing Levels	The Police Department needs to increase staff to efficiently serve the community	<ul style="list-style-type: none"> - Research additional funding sources - Advertise/recruit among diversified cultures



Budgetary Constraints	Due to the tax reform and decreased state/federal revenue, the Police Department has reduced its budget, which has limited the amount of funding previously available for community programs and services. These programs and services enable the department to interact with the community and improve the quality of life of the residents.	- Research additional funding sources to expand community programs and services
Internal Communication	Department communication	Encourage Department-wide communication efforts. Involve more staff members in monthly meetings; increase the use of email both internally and externally; increase the use of the automated scheduling program; and increase the access to timely crime analysis information
Internal Processes w/ external Departments	Reduce conflicts with other Town departments due to communication and processes	Develop consistent policies and procedures among all the processes within the different departments.

Opportunity	Description	Options for Taking Advantage of Each Opportunity
Grant Funding Opportunities	Additional funding for staffing needs, equipment, and operations.	Research additional grant funding opportunities to increase community programs



		and services
Progressive Growth in Community	Organizational and community growth strategies	Develop a consistent and progressive departmental and town-wide growth strategy
Impact Fee Revenue	Additional funding for staffing needs, equipment, and operations.	Additional revenue will expand and enhance community programs, service responses, and organizational development. This revenue will also enable the department to surpass its level of professionalism and service excellence
Forfeiture Funds	Additional funding for staffing needs, equipment, and operations.	Additional revenue will expand and enhance community programs, service responses, and organizational development. This revenue will also enable the department to surpass its level of professionalism and service excellence.
Community Partnerships	Partnerships with local organizations within the Davie community	Build strong community partnerships to enhance services and programs.



Law Enforcement Partnerships	Partnerships and agreements with other law enforcement organizations and task forces.	Build strong agency relationships with other municipalities, the state attorney's office, and task forces for enhancement of services provided to the residents
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Challenge	Description	Options for Overcoming Each Challenge
Recruitment	The department has encountered issues with recruiting quality applicants for the position of Police Officer.	Allocate funds for job fair attendance and recruitment via law enforcement websites and periodicals.
Decreased Funding	Tax reforms have decreased state funding	Research additional funding needs via grants, impact fee revenue, and forfeiture seizures
Economic Conditions	Current economic constraints slowed revenue growth for the Town	Research additional funding needs via grants, impact fee revenue, and forfeiture seizures
Terrorism	Significant student population, large campus size, and easy access to interstates	<ul style="list-style-type: none"> - Provide specialized equipment - Provide specialized training - Provide specialized positions within the Police Department



E. Products and Services

The products and services listed below are a representation of programs the Police Department actively participates in, in addition to responding to emergency calls for service.

Patrol – The Patrol Services Division utilizes a Team Policing Model while embracing the philosophy of Community Policing. The majority of officers are regularly assigned the same zone, which allows officers to identify and address problems in their specific area. Patrol provides around-the-clock service, seven days a week, 365 days a year. Included in the Patrol Division is the Dive Team, Crisis Response Team, Special Response Team, Honor Guard, Field Force and the Canine Team, Traffic Unit, School Resource Officers, and Community Policing Unit.

Investigations – The Investigations Bureau is comprised of the Criminal Investigations Unit (CIU), the Special Investigations Unit (SIU), Victim Advocate, Crime Analysis, the Crime Scene Unit, and the Missing Persons Unit. The Criminal Investigations Unit handles a variety of criminal investigations, including: homicide, sexual assault, robbery, burglary, economic crimes, and thefts among others. The Criminal Investigations Unit is also responsible for identifying and tracking sexual predators and sexual offenders. The Special Investigations Unit is responsible for addressing crimes related to sensitive investigations and narcotics. Special Investigation Unit detectives work in conjunction with several federal, state, and local task forces to foster a combined effort in the fight against drugs.

Our Victim Advocate keeps victims informed of their rights and remedies and assists them in getting support, assistance, and guidance throughout the criminal justice proceedings. Crime Analysis assists by ensuring awareness of trends and patterns of criminal activity so that C.I.U. can develop strategic action plans for combating crime. The Crime Scene Unit assists in the investigation of crimes by identifying, gathering, and collecting evidence. The Missing Persons Unit works with several federal, state, and local agencies to assist in the safe return of missing juveniles and endangered adults.

Members in the Investigations Bureau work in collaboration with other members of the law enforcement community in a combined effort to make our neighborhoods safer, while improving the quality of life for all of our citizens.

Code Compliance – Code Compliance Inspectors are staffed within the Police Department to ensure, by working together, that homeowners and business owners alike are able to protect their investments, maintain the quality conditions of their neighborhoods, and preserve the safety, cleanliness, and attractiveness of their community as a whole.



Citizen's Police Academy – The Citizen's Police Academy (CPA) provides the community a hands-on view of police work and the impact the Police Department has in the community.

Mobile Crime Watch – Mobile Crime Watch is a partnership between the local community and the Police Department for crime prevention. Individuals who serve on Mobile Crime Watch are volunteers.

SALT/TRIAD – Both the SALT and TRIAD associations provide safer communities with the use of partnerships between senior citizens and law enforcement agencies. These programs provide education forums for seniors regarding crime trends targeted at the elderly community.

Volunteer Program – Fosters a greater involvement of the Davie community in the department's policing efforts as well as providing a partnership with the residents and community of Davie. Volunteers are generally recruited through the department's CPA program.

Juvenile Diversionary Programs – The Diversionary Programs are a collaborative effort involving the Police Department and the Broward County Circuit Courts to recommend community service for adolescents who are first-time offenders in lieu of sending them through the court system.

ADAPT – The Alcohol and Drug Abuse Prevention Treatment is a collaborative effort involving the Police Department and Nova Southeastern University's Mental Health Center to provide counseling services to adolescents who are first-time offenders in lieu of sending them through the court system.

School Resource Officers – The School Resource Program provides security and safety to the faculty and students of local high schools and middle schools.

Crime Prevention – The Crime Prevention Program is part of the Special Operations Division where Police Department personnel inform and educate the community on safety and security of their homes, neighborhoods and persons.

Beat the Heat – Beat the Heat is a race car program that is part of a national campaign to combat driving under the influence, drag racing, and aggressive driving particularly to target the youths of the community. This program provides an avenue for the Police Department to educate the youth of the Davie community.

RADkids – The Resisting Aggression Defensively (RAD) kids Program is offered to children of the Davie community to teach skills and defensive techniques against violent encounters. The program is a hands-on training class and provides children safety techniques to protect against abductions and physical abuse. Also available is a women's program called Rape Aggression



Police Department Business Plan 12

Defense (RAD). This program offers women safety and defensive techniques against violent encounters.



F. Management and Organizational Structure

Personnel

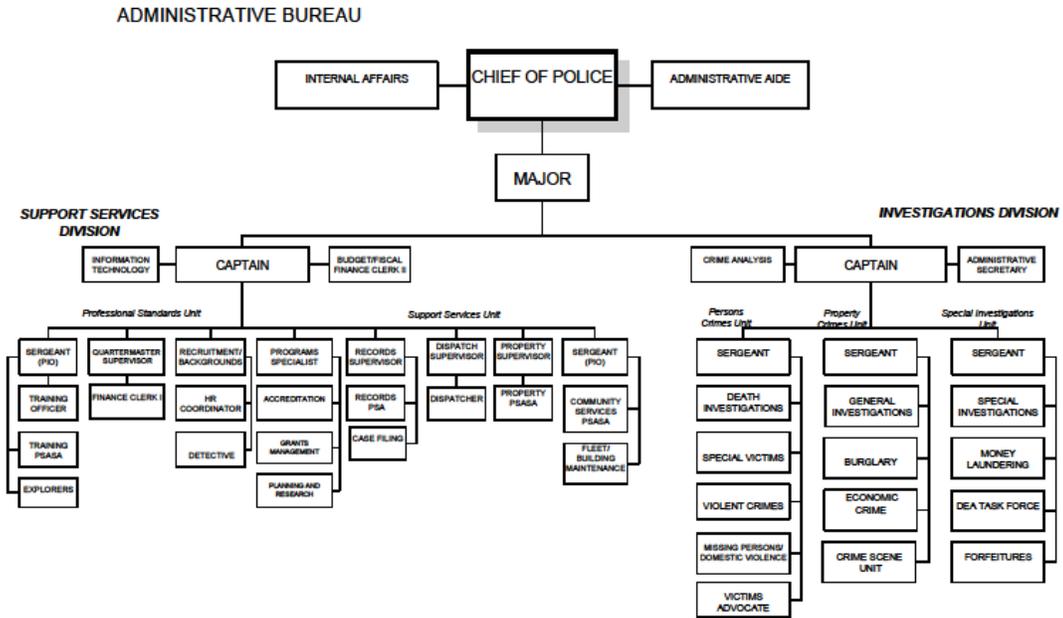
The Davie Police Department currently employs 243 authorized personnel. Of the 243, 176 are sworn members and the remaining 67 individuals are civilian staff. The department has 15 civilian volunteers who have added great value to the agency as when budget constricts the agency from hiring and staffing personnel, volunteers help with diversifying the workload.

Chief Patrick Lynn is the Director for the Police Department. He has over 30 years experience in the police field. He is a graduate of the FBI National Academy, Southern Police Institute and has a master's degree in public administration.

All staff members are trained in the necessary skills and certifications to ensure continuation of business in the event employees retire or find other employment. Staff members are given the opportunity to attend training courses and seminars related to the department's core services.



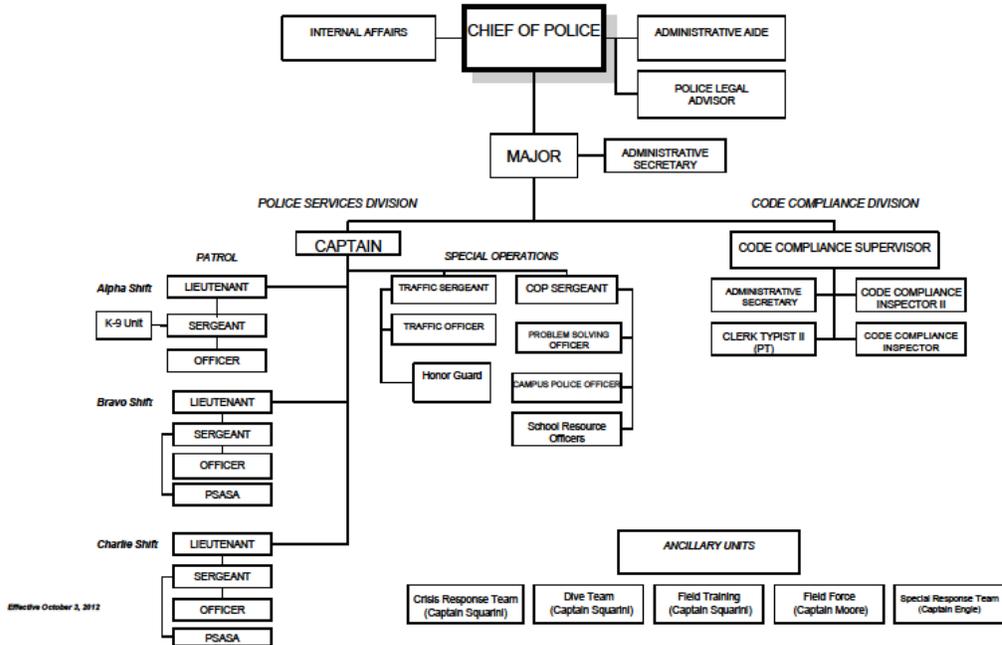
Organizational Charts



Effective October 3, 2012



OPERATIONS BUREAU





H. Budget and Financial Plan

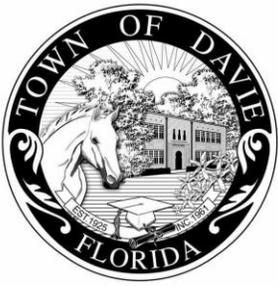
TOWN OF DAVIE FY2013 Police Department Budget Summary - Expenditures

	Detail				
	FY2010 Actual	FY2011 Actual	FY2012 Amended Budget	FY2012 YTD Actual	FY2013 Draft Budget
Fund: 001 General Fund					
Expenditures					
<u>PS - Personnel Services</u>					
51201 - Salaries- Regular	\$15,837,131.29	\$16,617,393.40	\$16,737,528.00	\$7,341,041.49	\$17,007,524.00
51202 - Salaries- Longevity	\$55,097.23	\$55,833.37	\$68,693.00	\$56,560.06	\$69,084.00
51203 - Salaries- Court Time	\$469,329.38	\$533,028.70	\$437,000.00	\$204,823.81	\$0.00
51204 - Salaries- Off Duty Details	\$658,505.03	\$655,433.59	\$780,000.00	\$339,481.27	\$0.00
51206 - Salaries- DROP Front Loading	\$211,312.70	\$98,001.91	\$147,000.00	\$0.00	\$0.00
51207 - Salaries- Police & Fire Accruals Cash-In	\$0.00	\$0.00	\$425,000.00	\$237,093.71	\$0.00
51208 - Salaries- Service Awards	\$0.00	\$0.00	\$10,850.00	\$0.00	\$8,650.00
51209 - Salaries- Auto Allowances	\$0.00	\$0.00	\$0.00	\$0.00	\$4,800.00
51210 - Salaries- Phone Allowances	\$0.00	\$0.00	\$29,880.00	\$12,452.02	\$30,840.00
51401 - Overtime	\$1,011,337.76	\$1,125,166.02	\$903,690.00	\$363,716.59	\$0.00
51501 - Special Pay- Clothing Allowances	\$0.00	\$0.00	\$17,400.00	\$7,881.28	\$19,200.00
51502 - Special Pay- Education Incentives	\$0.00	\$0.00	\$157,320.00	\$62,806.46	\$156,720.00
51520 - Special Pay- Special Operations	\$0.00	\$0.00	\$2,400.00	\$1,000.00	\$2,400.00
51521 - Special Pay- Training Assignment	\$0.00	\$0.00	\$32,400.00	\$12,045.40	\$28,800.00
51522 - Special Pay- Detective	\$0.00	\$0.00	\$37,200.00	\$15,386.09	\$34,800.00
51523 - Special Pay- SRO	\$0.00	\$0.00	\$6,000.00	\$2,619.35	\$7,200.00
51524 - Special Pay- PIO	\$0.00	\$0.00	\$1,200.00	\$1,163.41	\$3,600.00
51525 - Special Pay- Motorcycle	\$0.00	\$0.00	\$4,800.00	\$1,900.00	\$4,800.00
52101 - FICA Taxes	\$1,267,361.96	\$1,325,735.56	\$1,511,270.00	\$591,312.23	\$1,331,333.00
52201 - Retirement Contributions	\$6,230,085.15	\$6,440,008.73	\$0.00	\$0.00	\$0.00
52204 - Ret. Contr- Police Pension	\$0.00	\$0.00	\$6,126,640.00	\$2,475,252.70	\$6,081,217.00
52205 - Ret. Contr- DB Plan, Gen.Empl & Exec	\$0.00	\$0.00	\$707,282.00	\$333,296.13	\$754,359.00
52206 - Ret. Contr- 401, Gen.Empl & Mgrl	\$0.00	\$0.00	\$47,423.00	\$22,929.59	\$47,809.00
52301 - Life & Health Ins- Health	\$2,344,295.88	\$2,510,375.12	\$2,624,040.00	\$1,165,426.30	\$2,718,615.00
52302 - Life & Health Ins- Disability Ins	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
52401 - Workers' Compensation	\$401,937.44	\$426,175.93	\$447,939.00	\$189,980.71	\$636,330.00
PS - Personnel Services Totals	\$28,486,393.82	\$29,787,152.33	\$31,262,955.00	\$13,438,168.60	\$28,948,081.00
<u>OE - Operating Expenditures</u>					
53101 - Prof Svc- Legal Expense	\$27,961.67	\$28,754.32	\$45,000.00	\$13,350.00	\$0.00
53107 - Prof Svc- Other Professional Svcs	\$14,321.65	\$26,107.25	\$1,850.00	\$0.00	\$0.00
53113 - Prof Svc- New Hire Expenditures	\$0.00	\$0.00	\$26,200.00	\$18,723.00	\$0.00
53401 - Other Svc- Contractual Services	\$301,699.22	\$279,282.66	\$404,700.00	\$155,637.19	\$0.00
53406 - Other Svc- State Forfeiture Exp	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00



TOWN OF DAVIE
FY2013 Police Department Budget Summary - Expenditures

	Detail				
	FY2010 Actual	FY2011 Actual	FY2012 Amended Budget	FY2012 YTD Actual	FY2013 Draft Budget
53407 - Other Svc- Fed For Exp Justice	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
53408 - Other Svc- Fed For Exp Treasury	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
53420 - Other Svc- Nuisance Abatement	\$5,749.74	\$9,150.00	\$20,000.00	\$5,470.00	\$0.00
53426 - Other Svc- Internal Charges TIMS	\$845,618.88	\$825,359.00	\$787,059.00	\$459,117.40	\$909,760.00
53438 - Other Svc- PD Explorer Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
53439 - Other Svc- Child Safety Expenses	\$2,796.14	\$0.00	\$0.00	\$0.00	\$0.00
53442 - Other Svc- Community Programs	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
53446 - Other Svc- Red Light Cameras	\$0.00	\$0.00	\$627,000.00	\$0.00	\$0.00
53501 - Investigative Expenses	\$29,118.84	\$28,737.03	\$22,350.00	\$15,894.11	\$0.00
54101 - Communications Services Expense	\$284,454.76	\$277,728.30	\$243,100.00	\$94,715.54	\$0.00
54301 - Utility Services	\$171,730.01	\$205,716.34	\$206,880.00	\$78,540.02	\$0.00
54501 - Ins- Insurance Premiums	\$7,684.50	\$7,684.50	\$7,915.00	\$6,287.00	\$0.00
54601 - Repairs&Maint- Vehicle Usage	\$1,852,932.53	\$2,012,162.40	\$2,173,199.00	\$930,570.27	\$0.00
54605 - Repairs&Maint- Building Maint Int	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
54607 - Repairs&Maint- Radio Maintenance	\$14,996.08	\$12,992.85	\$14,025.00	\$5,992.75	\$0.00
54608 - Repairs&Maint- Equipment Maint	\$27,507.24	\$20,604.59	\$24,149.00	\$8,522.54	\$0.00
54617 - Repairs&Maint- Directed Work/Non-Contract	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
54701 - Printing & Binding- Printing&Pub.	\$8,486.00	\$4,808.30	\$5,000.00	\$3,168.50	\$0.00
55101 - Office Supply Expenses	\$97,118.17	\$90,595.00	\$90,620.00	\$47,776.12	\$0.00
55201 - Oper Sup- Uniforms	\$101,444.70	\$82,448.39	\$94,956.00	\$37,311.52	\$0.00
55204 - Oper Sup- Animal Expense	\$6,977.68	\$5,745.96	\$9,350.00	\$3,547.21	\$0.00
55208 - Oper Sup- Emerg. Preparedness	\$8,152.20	\$13,879.12	\$18,700.00	\$0.00	\$0.00
55209 - Oper Sup- Fuel	\$669,844.08	\$828,817.05	\$857,065.00	\$339,805.70	\$0.00
55292 - Oper Sup- Safety & Riot Equip.	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
55501 - Training- Training & Education	\$147,976.02	\$124,824.53	\$100,000.00	\$77,404.43	\$0.00
OE - Operating Expenditures Totals	\$4,626,570.11	\$4,885,397.59	\$5,779,118.00	\$2,301,833.30	\$909,760.00
<u>CO - Capital Outlay</u>					
56408 - Mach & Equip- Capital Outlay	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
56445 - Mach & Equip- Impact Fee Expenses	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
56453 - Mach & Equip- Tech Equip & Maint.	\$250,899.54	\$226,226.34	\$259,580.00	\$224,014.55	\$241,020.00
56480 - Mach & Equip- Grants Expense	\$70,793.28	\$91,055.15	\$74,536.00	\$23,221.59	\$0.00
CO - Capital Outlay Totals	\$321,692.82	\$317,281.49	\$334,116.00	\$247,236.14	\$241,020.00



TOWN OF DAVIE
FY2013 Police Impact Fees Fund Budget Summary - Expenditures

	Detail				
	FY2010 Actual	FY2011 Actual	FY2012 Amended Budget	FY2012 YTD Actual	FY2013 Draft Budget
Fund: 140 Police Impact Fees Fund					
Expenditures					
<u>CO - Capital Outlay</u>					
56445 - Mach & Equip- Impact Fee Expenses	\$228,445.62	\$11,210.09	\$237,000.00	\$109,974.14	\$0.00
CO - Capital Outlay Totals	\$228,445.62	\$11,210.09	\$237,000.00	\$109,974.14	\$0.00
<u>OU - Other Uses</u>					
59905 - Other Uses- Impact Fee Reserve	\$0.00	\$0.00	\$30,000.00	\$0.00	\$0.00
OU - Other Uses Totals	\$0.00	\$0.00	\$30,000.00	\$0.00	\$0.00
Fund Total: Police Impact Fees Fund	(\$228,445.62)	(\$11,210.09)	(\$267,000.00)	(\$109,974.14)	\$0.00
Revenue Grand Totals:	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Expenditure Grand Totals:	\$228,445.62	\$11,210.09	\$267,000.00	\$109,974.14	\$0.00
Net Grand Totals:	(\$228,445.62)	(\$11,210.09)	(\$267,000.00)	(\$109,974.14)	\$0.00



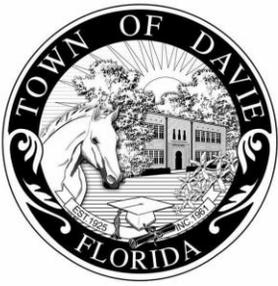
TOWN OF DAVIE
FY2013 Police Department Budget Summary - Expenditures

	Detail				
	FY2010 Actual	FY2011 Actual	FY2012 Amended Budget	FY2012 YTD Actual	FY2013 Draft Budget
GR - Grants and Aids					
58201 - Grants&Aids- Donations	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
GR - Grants and Aids Totals	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Fund Total: General Fund	(\$33,434,656.75)	(\$34,989,831.41)	(\$37,376,189.00)	(\$15,987,238.04)	(\$30,098,861.00)
Revenue Grand Totals:	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Expenditure Grand Totals:	\$33,434,656.75	\$34,989,831.41	\$37,376,189.00	\$15,987,238.04	\$30,098,861.00
Net Grand Totals:	(\$33,434,656.75)	(\$34,989,831.41)	(\$37,376,189.00)	(\$15,987,238.04)	(\$30,098,861.00)



TOWN OF DAVIE
FY2013 Forfeiture Fund Budget Summary - Expenditures

	FY2010 Actual	FY2011 Actual	FY2012 Amended Budget	FY2012 YTD Actual	FY2013 Draft Budget
Fund: 160 Forfeiture Fund					
Expenditures					
<u>OE - Operating Expenditures</u>					
53406 - Other Svc- State Forfeiture Exp	\$47,576.47	\$35,780.00	\$80,840.00	\$12,884.00	\$0.00
53407 - Other Svc- Fed Forf Exp Justice	\$1,921,916.31	\$401,024.96	\$931,890.00	\$189,807.07	\$0.00
53408 - Other Svc- Fed Forf Exp Treasury	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
OE - Operating Expenditures Totals	\$1,969,492.78	\$436,804.96	\$1,012,730.00	\$202,691.07	\$0.00
Fund Total: Forfeiture Fund	(\$1,969,492.78)	(\$436,804.96)	(\$1,012,730.00)	(\$202,691.07)	\$0.00
Revenue Grand Totals:	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Expenditure Grand Totals:	\$1,969,492.78	\$436,804.96	\$1,012,730.00	\$202,691.07	\$0.00
Net Grand Totals:	(\$1,969,492.78)	(\$436,804.96)	(\$1,012,730.00)	(\$202,691.07)	\$0.00



III. DEPARTMENT GOALS/OBJECTIVES, STRATEGIC OUTCOMES, ACTION STEPS, AND KPI

DEPARTMENT GOALS, OBJECTIVES, STRATEGIC OUTCOMES AND KEY PERFORMANCE INDICATORS

Davie Police Department

Goal/Objectives:

- 1 Provide efficient management of resources utilized by the Police Department.
- 2 Promote community involvement with the Davie Police Department.
- 3 Increase community safety throughout Davie.
- 4 Increase school safety.
- 5 Provide effective quality control of department resources.
- 6 Enhance critical emergency response.

Strategic Outcomes:

- 1 Evaluate and implement new Field Training Officer program. **SP 2& 4**
- 2 Budget and organize community programs such as Open House, Police and Fire Expo, Volunteer Program and Citizens Police Academy. **SP 1, 4, & 5**
- 3 Evaluate traffic concerns on Davie roadways. **SP 2 & 5**
- 4 Evaluate school safety concerns and implement protocol to ensure safety on campus. **SP 4 & 5**
- 5 Conduct quality control audits to ensure compliance with local, state and federal standards. **SP 1, 2, & 5**
- 6 Efficiently deploy personnel during an emergency response. **SP 4 & 5**

Key Performance Indicators

Key Performance Indicators	FY 12		FY13		FY14	
	Goal	Actual	Goal	Actual	Goal	Actual
1a) Time saved with new resources/systems.	10%		5%		5%	
2a) Increase in participation in Police Department funded/sponsored activities.	10%		10%		10%	
2b) Survey completed by the participants.	100%		100%		100%	
3a) Amount of red light camera citations.	5,500		6,000		6,000	
3b) Number of traffic crashes.	4,300		4,200		4,200	
3c) Number of citations issued.	11,000		11,500		11,750	
3d) Number of traffic-related special operations conducted.	12		15		18	
4a) Number of special training programs conducted.	2		2		2	
4b) Number of incident reports (Elem, Middle, High)	2,200					
4c) Number of calls for service (Elem, Middle, High)	450					
4d) Number of juvenile arrests.	300		300		300	
5a) Number of audits conducted.	10		10		10	
5b) Maintenance of state accreditation.	100%		100%		100%	
6a) Number of training scenarios conducted.	2		2		2	
6b) Number of community/business participants.	2		2		2	



PERSONNEL

The Davie Police Department currently employs 243 authorized personnel. Of the 243, 176 are sworn members and the remaining 67 individuals are civilian staff. The department has 15 civilian volunteers who have added great value to the agency as when budget constricts the agency from hiring and staffing personnel, volunteers help with diversifying the workload. Of the sworn employees, nearly 60% have less than seven years of service with the agency.

All police department personnel are skilled labor. Personnel must complete a six-month training period prior to being appointed to sworn status. This training is conducted at Broward College's Institute of Public Safety. This program is a sponsorship by means of agencies "sponsoring" individuals to attend the academy with the return of them being employed as a law enforcement officer once they pass their state board certification test.

Listed below are representations of the positions that exist within the Police Department.

Chief of Police

Manages the day-to-day operations of the entire Police Department, inclusive of all assigned divisions within the agency. Responsible for protection of lives and property in the Town through the organization and direction of all police functions, including patrol, investigations and enforcement.

Police Major

Responsibilities include supervision of subordinates and activities of personnel under their command, and participation in setting department goals and objectives. May assume duties of the Chief of Police in his/her absence. Work includes conferring with the Chief of Police to improve the department's efficiency. Receives and investigates complaints pertaining to conduct of subordinate personnel, programs, procedures, etc., interviews various parties and reviews reports, and prepares verbal and/or written responses and recommendations, as appropriate; receives and responds to praise for subordinate personnel, division activities, programs, etc., ensures appropriate recognition of parties involved; prepares reports for the Chief of Police, as requested or otherwise deemed appropriate.

Police Captain

Administers or recommends routine personnel matters affecting subordinates, including recruiting, interviewing, hiring, training, assigning, scheduling, granting leave, appraising and disciplining, etc., and submitting such records and reports as required by department management.

Assists bureau commanders in preparation of annual budget proposals, provides recommendations for division funding; assists in administrative oversight of expenditures, including review and approval of division expenditures. Responds to and serves as incident



commander at scenes of major crimes, or during natural or manmade disasters, manhunts, hostage situations, barricaded suspects, etc., and coordinates tactical plans and activities of departmental personnel.

Police Lieutenant

Supervises large personnel staff engaged in traffic or patrol activities; makes schedules, assignments and communicates orders, policies, procedures and other administrative directives to subordinate personnel; inspects field operations; and advises first-line supervisors in training methods and procedures. Develops improved methods and procedures relative to assigned functions; assists in the formulation of policies, plans and programs; and coordinates activities with other departmental units and other local, regional and state agencies. Assists in preparation of annual department budget proposal; prepares resolutions to authorize special purchases; and is responsible for recommending all purchases, equipment replacement, and overtime associated with shift or unit operations.

Police Sergeant

Observes, supervises, and instructs subordinate officers; responds to in-progress and major incidents and directs or assists subordinates in difficult and unusual situations. Supervises and participates in general patrol, traffic operations, and investigation or special duties. Recommends training programs and develops subordinate personnel; conducts periodic inspections of subordinates, and police vehicles and equipment; maintains disciplinary control of subordinates. May appear before citizens and community groups to explain and demonstrate police department policies, procedures and methods in order to cultivate favorable public relations.

Police Officer

Work entails patrol of a designated area in a radio-equipped patrol car to preserve law and order; prevent and discover the commission of crime; and enforce motor vehicle operation, parking and traffic regulations, state statutes, county and Town ordinances. Answers calls and complaints involving automobile accidents, fires, nuisances, assaults, robberies, and other felonies and misdemeanors; administer first aid; make arrests; place prisoners in jail; and testify as witnesses in court. Completes written reports on assigned calls for service. Establishes traffic control and police protection at fires and other incidents, which may attract crowds; perform police duties at parades, demonstrations and sporting events; check and report on deficient street lights, signs, road services, or other facilities that serve the public. Demonstrates good judgment during routine and non-routine situations; acts in accordance with department policies and procedures; and utilizes techniques in a safe manner in accordance with training.



Police Service Aide Special Assignment

Position may assist the officer on driving under the influence (DUI) arrests by operating the Intoxilyzer or similar blood-alcohol content measurement device (Includes completing a report and testifying in court) as well as giving depositions. Assists with traffic control and police protection at fires and other incidents where crowds or traffic congestion occur. Authorized to investigate traffic accidents; issue citations, both state and Town, including parking and other types of complaints of a delayed nature; assist officers in other situations on the road; and may handle some code violations.

Police Service Aide

Follows department procedures in reference to maintenance of files, documentation, correspondence, case filing and other related forms; understands FDLE requirements, Florida public record law, state statutes and Town ordinances as they pertain to records maintenance. Operate copying machines, computer, scanners, all recording devices, register and other office equipment. Work with the public and handle public records requests.

Dispatcher

Operates separate computer consisting of police records, which give information to the officer responding to a complaint; and keeps complete logs on various arrests, teletype entries and cancellations. Operates computer terminals connected to the Florida Department of Law Enforcement and the National Crime Information Center; and processes requests from officers regarding driver's license checks, vehicle registration checks, criminal histories, various stolen and recovered items, warrant checks and broadcasts. Operates a radio system that receives and transmits messages; dispatches emergency requests received through telephones; and handle requests for service by telephone.

Dispatch Supervisor

Maintains inventory, controlling issuance, and maintenance and repair of all departmental portable radios, batteries, shoulder mikes, and antennas issued to officers. Observes, supervises, and instructs communications personnel, and directs or assists communications personnel in difficult and unusual situations. Oversees in-progress and major incidents, and ensures administrative personnel are notified of major events occurring within city limits. Supervises and participates in general dispatching, FCIC/NCIC operations, providing audio and/or video recordings for internal and public investigations. Recommends training to develop and improve the performance of communications personnel; coordinates orientation and dispatch training for new dispatchers; and maintain disciplinary control of communications personnel. Investigates complaints against communication personnel. Prepares daily, special, and periodic plans or reports. Files and retrieves materials based on full knowledge of organization and activities. Works closely with FDLE to ensure communications are operating within their policies. Maintains TAC (Terminal Agency Coordinator) and LAI (Local Agency Instructor) certification for FDLE and are the points of contact for digital certificates.



Human Resources Coordinator

Reviews the process and maintenance of personnel transactions; disciplinary actions; and records and files pertaining to appointments, transfers, promotions, separations, pay adjustments, employee performance appraisals, and related personnel actions. Assists in developing sources of qualified applicants; manages recruitment activities for all Police Department personnel, e.g. reviews applications; plans, schedules and conducts interviewing process; authorizes psychological, polygraph and medical exams; initiates all required documentation throughout the hiring process; and obtains final approval and presents opportunity for employment to applicants. Maintains data on recruitment activities, applicant flow, interviews, hires, transfers, promotions, and terminations. Serves as the insurance representative for the department. Responds to questions and processes documentation in reference to employee benefits, group health, and workers compensation insurance. Ensures that all FDLE requirements are executed, documented, and accurately reported as they relate to recruitment of police officers. Maintains data on the Hepatitis Vaccination program, e.g. collects all completed vaccination forms whether employees decline or request the vaccination; schedules high risk employees for the initial vaccination; and retains a log of all employees that have received all required shots and immunization testing.

Police Programs Specialist

Assists the department in the preparation of law enforcement grant applications; prepares required grant reports; and monitors grant-funded programs and activities as specified by the federal and state grant regulations and guidelines. Researches demographic information, prepares studies, and provides information necessary to update the Town's police accreditation management process. Undertakes research related to law enforcement trends for accreditation management and law enforcement grants, and inputs and maintains annual reports. Manages the department's accreditation process including, but not limited to, policy and procedure development.

Administrative Aide

Manages assigned department operations or work initiated in anticipation of needs or problems at the request of the Chief of Police. Provides administrative and secretarial support to the Chief of Police. Oversees the administrative work for off-duty details, which includes scheduling and billing.

Crime Scene Technician

Photographs and video tapes major crime scenes using 35 mm cameras, video cameras, and digital camera imagery; develops and prepares photographic enlargements for latent prints, shoe impressions, etc. Collects, packages, transports and submits evidence within prescribed standard operating procedures; transports evidence to appropriate crime labs - Broward Sheriff's Office, Florida Department of Law Enforcement or the Federal Bureau of Investigation, for scientific



laboratory analysis; and ensures that required forms are prepared and processed. Attends and documents autopsies; collects and packages evidence such as hairs, fibers, clothing, finger and palm prints, fingernails, and body fluids from decedent at autopsy to be placed into evidence. Produces crime scene drawings and sketches manually to record location of all evidence; and utilizes computer software program for final drawing of crime scene. Prepares exhibits for case prosecution including photographs, crime scene diagrams, casts of impressions, etc.

Finance Clerk II

Maintains general ledger balance of capital projects; subsidiary ledgers, including accounts receivable; assessment reports; and ledger reconciliations, as necessary. Maintains disbursement accounts for the Town, including encumbering of purchases, auditing of invoices, posting, reconciling and preparing trial balances, and other necessary reports. Maintains a complete set of general accounting books, including control accounts, and informs department heads of budget balances. Reconciles bank accounts and corrects daily posting of cash receipts. Examines invoices and audit reports to determine their accuracy and completeness. Closes accounts and prepares records for annual audit; and sets up journals and ledgers by department for new fiscal year.

Performs fiscal control and governmental accounting work in the administration of all accounting and related records concerning the receipt, expenditure, and balance of federal, state and Town funds. Work involves preparing documents for submission to the Town's Budget and Finance Department, statistical reports for command staff, and maintaining and monitoring the department's budget.

Finance Clerk I

Prepares employee timesheets for appropriate supervisor's verification, check verification for final entry into computer, and update personnel changes in computer payroll/personnel system. Receives and records employee requests for vacation, compensatory and sick leave; review computer for accrual records; enter information into computer; and maintain some independent manual records. Processes employee attendance and leave records to compute payroll; send information to Budget & Finance Department; and maintain and print records of earnings and leave time. Receives and answers employee inquiries about payroll and leave time, referring questions to Budget & Finance Department as necessary.

Administrative Secretary

Coordinates the administrative and operational activities of the Bureau/Division. Composes and types correspondences, reports, statements, manuscripts, letters, resolutions, proposals, forms and other department materials. Distributes Division mail including confidential correspondence and directs to appropriate party for handling or response. Maintains Division filing system, maintains files regarding active projects for the Bureau Commander, updates files as necessary. Prepares agenda for administrative meetings, handles mechanics for planning said



meetings. Attends conferences, hearings, advisory committees, special meetings, and/or workshops.

Office Supervisor

Maintains inventory of property/evidence unit, controlling issuance of equipment to officers and deciding disposal of other items through public auction; supervises maintenance and repair of equipment. Manages activities of purchasing, records unit, dispatch unit, court unit and maintenance unit; schedules and manages off-duty officer details. Performs various bookkeeping duties which include overseeing all divisions which maintain records of accounts receivable; and assigns, prepares and reviews purchase orders, logging necessary follow-up records. Screens and routes materials according to content of communications; routing duties require detailed knowledge of organizational operations and individual staff members' assignments and status of work. Files and retrieves materials based on full knowledge of organization and activities.

Property Unit Supervisor

Monitors operations of assigned shift to insure conformance with proper rules, regulations, policies, and procedures and assists with difficult or unusual problems. Maintains discipline and order, review reports involving Property Unit personnel and recommends disciplinary action(s). Maintains appropriate files, forms and logs to document required information. Assigns, directs, trains, evaluates and supervises staff. Reviews and processes Property Unit personnel payroll and leave time request. Accountable for property and evidence coming into and out of the property room. Coordinates the destruction of property.

Code Compliance Inspector I

Maintains accurate records and prepare cost-recovery logs associated with code enforcement cases on a routine basis. Assists the Code Compliance Official in the investigation of complaints associated with violations of town codes and ordinances and to make recommendations as to the method and manner of achieving compliance for parties. Communicates effectively with all parties in relation to code enforcement case requirements and recommendations to achieve compliance. Investigates town computer records for preparation of code enforcement cases.

Code Compliance Supervisor

Supervises Code Compliance Inspectors, which includes the ability to review Notices of Violation and make the appropriate additions and corrections. Prepares and present code enforcement cases while assisting the Police Legal Advisor with the special magistrate process. Assists and advises the Road Patrol Captain in and about the conduct and daily activities of the code compliance inspectors. Assigns code enforcement complaints to the appropriate area code compliance inspectors and review their casework on a routine basis. Assists the Road Patrol Captain with the preparation and undertaking of public responses for citizen complaints. Investigates complaints of code violations and initiates investigations of code violations observed; conducts follow up inspections where code violations have previously occurred.



Police Legal Advisor

Provides legal counsel to the Chief of Police and other police and code enforcement personnel not in conflict with any services provided by the Town Attorney or Attorney provided by any liability carrier. Manages and advises upon the non-routine operations and activities of the Code Compliance Division. Represents the Police Department before the Code Enforcement Special Magistrate. Represents the Town's interests in court hearings related to municipal violations of the Police Department's red light camera program. Initiate and prosecute lawsuits seeking the civil forfeiture of contraband property, including real property, motor vehicles, and cash. Coordinates and serves as liaison between the Police Department and State Attorney's Office regarding police cases filed and/or rejected by State Attorney's Office. Initiates and advises alternate dispute resolution program including mediation services for neighborhood code enforcement complaint resolution. Prepares and approves joint stipulation agreements for dispute resolution in Code Enforcement and associated police matters.

Drafts or assists in drafting Police Department and Code Enforcement-related town ordinances for presentation to the Town Council other than those affecting rights of individuals in any Collective Bargaining Agreement. Manages the Code Enforcement nuisance abatement program and advise upon procedures related to the resolution of code violations. Conducts and coordinates legal action arising through settlement, mitigation or foreclosure of Code Enforcement liens. Must timely notify Risk Management of all potential property and casualty liability claims immediately upon knowledge. Prepares and reviews Police Department and Code Enforcement contractual agreements for gross expenditure amounts less than five thousand dollars (\$5000.00) for legal sufficiency. Prepares and reviews Police Department and Code Enforcement revenue-producing contractual agreements without monetary limitation for legal sufficiency. Conducts legal research and studies in the precedents, cases, trends, rulings and laws affecting police and code enforcement and draft legal memoranda and opinions, contracts and other documents. Performs periodic review of Police Department and Code Enforcement policies and procedures to ensure compliance with current cases and statutory law, and recommend updates. Monitors and advises the Chief of Police and other police and code enforcement personnel of current court decisions and legislation affecting the operations, practices, and policies of the department. Reviews and advises upon sexual offender code compliance status. Reviews and determines agricultural status related to hobby farms under Davie ordinances.



IV. OPERATIONAL PLAN:

The Davie Police Department operates on a 24 hour/7 day a week schedule for emergency response. The department is organized in the Administrative Bureau and Operations Bureau (please refer to the organization charts listed in Management and Organizational Structure).

The Operations Bureau is responsible for managing Road Patrol and Code Compliance. This is the largest bureau of the three, as the majority of staff fall under Road Patrol Division. The Patrol Services Division is responsible for responding to calls for services and officers from this Division are often the first responder on critical incidents and other life-threatening calls for service. Road Patrol officers are scheduled to overlap shift coverage to maintain a proper level of service during peak hours of calls for service. The Code Compliance Division is also part of the Operations Bureau. Code Compliance handles code violations and ensures residents and businesses uphold the standards established by the Town Council and County.

The Administrative Bureau is divided into the Support Services Division and the Investigations Division. The Support Services Division is responsible for recruiting, training, community services, communications, records, finance, professional standards, and information systems. The Investigations Division is responsible for managing all investigative services provided by the department. This Bureau is comprised of two units. The Criminal Investigations Unit investigates general criminal activities from fraud and burglary to homicide and sex crimes. The Special Investigations Unit (SIU) is responsible for investigating crimes associated with narcotics, money laundering and organized crime. SIU personnel are participants in task force operations such as Drug Enforcement Agency (DEA,) South Broward Drug Enforcement Unit (SBDEU) and High Intensity Drug Trafficking Areas (HIDTA).

Production

The following are services offered by the Police Department that enhance the community's safety, awareness, and well-being:

Law Enforcement Services: The Davie Police Department operates on a 24 hour a day, 7 days a week basis. The primary function is to provide efficient and timely response to emergency, as well as non-emergency calls for service.

Investigative Services: The Davie Police Department handles a variety of criminal investigations, such as homicide, sexual assault, robbery, burglary, narcotics investigations, and crime scene processing and crime analysis. Another important role in investigative services is the identifying and tracking of sexual predators and sexual offenders. Detectives work in



collaboration with other members of the law enforcement community in a combined effort to make our neighborhoods safer, while improving the quality of life for all of our citizens.

Victim Advocacy Services: The Davie Police Department Victim Advocate serves as a voice within the government advocating on behalf of victims to obtain needed services and resources. Services include providing transportation for the victim to and from court proceedings, information regarding victim rights and resources they are entitled to including mental health, financial resources, etc.

Police Off-Duty Details: The Police Department's Off-Duty Details are managed through the Collective Bargaining Agreement. This service is provided to allow residents, visitors and businesses an avenue of hiring officers to provide safety and security at special events. These officers are hired to work on their off-time at a rate established by the Police Union.

Community Education: Through the use of community-involved programs such as SALT/TRIAD, Juvenile Diversionary Programs, Crime Preventions, and various others programs that provide an avenue for the department to educate the public on safety in their homes and businesses.

Grants Management: The Davie Police Department actively seeks grant funding to maintain and improve service levels to the Davie community. Grant funding enables the Police Department to finance programs and services that benefit the Davie community. Funding from the federal government include victim's mental health services, aggressive driving campaigns, technology improvements to enhance law enforcement abilities, etc.

Emergency Management: The Police Department is in a continuous cycle of planning, organizing, training, equipping, exercising, evaluation, and improvement activities to ensure effective coordination and the enhancement of capabilities to prevent, protect against, respond to, recover from, and mitigate against natural disasters, acts of terrorism, and other man-made disasters.

Inventory

The Davie Police Department has implemented an asset management barcoding system which enhances the efficiency of controlling and managing items issued to personnel. Currently, the Training Unit is responsible for the inventory and audit of firearms and less-lethal equipment. The Quartermaster maintains all other assets of the department.



Florida State Law and Federal Law	Law	Maintain compliance with Florida State Law	Maintaining professionalism and compliance with state and federal regulations
Florida Dept of Law Enforcement (CJSTC)	Standards	Maintain compliance with FDLE Standards	Compliance with state standards in training and employment.
FOP Contract	Agreement Contract	Collective bargaining agreement between the Town and the Fraternal Order of Police	Maintaining a professional relationship with bargaining members and management
FOPA Contract	Agreement Contract	Collective bargaining agreement between the Town and the Fraternal Order of Police Association	Maintaining a professional relationship with bargaining members and management
Task Force and Mutual Aid Agreements	Agreements and contract	Multi-agency agreements	Provides the department additional resources when needed
Commission for Florida Law Enforcement Accreditation	Standards	Mandated standards for compliance	An accreditation program is recognized as a means of maintaining the highest standards of professionalism.



Personnel

The Davie Police Department currently employs 243 authorized personnel. Of the 243, 176 are sworn members and the remaining 67 individuals are civilian staff. The department has 15 civilian volunteers who have added great value to the agency as when budget constricts the agency from hiring and staffing personnel, volunteers help with diversifying the workload.

All police department personnel are skilled labor. Prior to be appointed to sworn status, personnel must undergo a six month training. This training is conducted at Broward College's Institute of Public Safety. This program is a sponsorship by means of agencies "sponsoring" individuals to attend the academy with the return of them being employed as a law enforcement officer once they pass their state board certification test.

All staff members are trained in the necessary skills and certifications to ensure continuation of business in the event employees retire or find other employment. Staff members are given the opportunity to attend training courses and seminars related to the department's core services.

Succession

To ensure continuity of command and make certain that timely leadership is available in situations when the Chief of Police is on an extended leave of absence, is incapacitated, or otherwise unable to act, command authority succession shall automatically succeed in accordance with seniority and rank, beginning with Police Major.



V: APPENDICES

The Davie Police Department's General Orders are available for review upon request



Planning and Zoning Division Business Plan

Town of Davie
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April 12, 2012





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II. GENERAL DEPARTMENT DESCRIPTION

A. Mission Statement

Provide innovative, practical and cost-effective planning services to the Town, consistent with the comprehensive plan and recognized industry planning standards, while working cooperatively with the public, Town staff and other interested parties.

B. Value Statement/Philosophy

In addition to those adopted by the Town Council, the Planning and Zoning Division holds the following specific values:

- Timely and courteous customer service
- Transparency of planning and development processes
- Respect for varied public interests
- Constant improvement of professional skills
- Cultivation of professional relationships, e.g., with the private sector and intergovernmental coordination
- Innovative problem solving
- Promotion of unity among Town disciplines

C. Executive Summary

Planning and zoning in general.

The Planning and Zoning Division provides information and advice concerning land use planning and development to a complex array of individuals and entities, including the public, Town Administration and other Town departments, elected and appointed officials and a variety of local, state and regional entities. Regardless of the particular individual or entity served, the Division may perform a regulatory, advisory or coordinating role, depending on the situation.



The major functions of the Division are comprehensive (land use) planning and development review. Comprehensive planning includes preparation of the state-mandated comprehensive plan and all related amendments, including both Town-sponsored amendments and landowner-sponsored amendments, preparation of land development regulations and provision of policy advice on land use to the Town Administrator, Town Council and various appointed boards and committees. The Division also performs implementation tasks of plan objectives, including drafting and adoption of land development regulations, grant writing, intergovernmental coordination, and preliminary design of capital improvements. Development review includes review of building permits, engineering permits, site plans, plats and similar development applications for compliance with the land development regulations. As an example of the multiple roles played by planners, a proposed development on a single parcel of vacant land might involve:

- Advising potential purchasers as to the allowable uses of the land.
- Coordinating with the School District on estimates of potential student generation.
- Responding to questions of a surrounding property owner who has been notified of the proposed development.
- Providing regulatory comments to the developer regarding zoning matters.
- Providing advice to the developer on voluntary commitments the developer might provide, such as architectural features or public amenities.
- Reconciling regulatory comments from Town departments, such as Engineering and Utilities.
- Advising an appointed committee, such as the Site Plan Committee on the merits of the application.

Comprehensive planning.

Although state-mandated, comprehensive planning is more than just complying with a checklist of state requirements. The plan must orchestrate a land use pattern which is locally desired, economically viable, functional and legally enforceable. Once adopted, the comprehensive plan is a legally binding document and may only be amended twice per year. At this time, the Town's land use pattern is fairly well established and the planning function has largely shifted to implementation of objectives that fulfill the adopted plan. The plan must also accommodate the needs and requirements of federal, state, local and regional entities. For example, the Transportation Element of the Town's plan sets level of service standards for roads under the Town's jurisdiction but must account for all roadways within the Town's boundary and how these will function as the Town grows.

In terms of its overall land use pattern, the most significant changes to the comprehensive plan in the past 15 years have been the adoption of the Regional Activity Center (1998), Adoption of Rural Lifestyle policies (2004), and adoption of the Transit Oriented Corridor (2009). These



three amendments set the stage for preservation of certain large lot, rural/agricultural areas (generally west of University Drive) and the transformation of the area east of University Drive into a thriving, mixed use area centered around the South Florida Education Center and regional transportation and transit systems. Although implementation is ongoing, the objectives of the Rural Lifestyle Initiative have largely been completed through the bond-funded acquisition and of public open space and the development of parks, trails and related amenities. Thus, over the next five years, the focus of comprehensive planning staff will be on implementation and coordination to ensure that the development and redevelopment goals of the RAC and TOC can be accomplished.

A constant challenge in comprehensive planning is to ensure consistency with state and county legislative changes. About every two years, the State's Growth Management Act is significantly modified, affecting the procedures for adoption or amendments to plans or requiring compliance with new standards. In 2006, for example, House Bill 360 mandated that all local governments implement concurrency requirements for public school facilities. This created a need to update the plan annually as well as quarterly reporting and coordination requirements with the School District. In 2009, Senate Bill 360 dramatically changed how transportation concurrency is addressed in urban areas and required establishment of multi-modal concurrency standards.

Development Review.

Similar to comprehensive planning, development review is often more than just a regulatory function. Particularly in the case of site plan review of new development, planners strive not only to achieve compliance but to secure voluntary design commitments, such as architectural details, land dedications and off-site improvements, which can improve the overall function and appearance of a development. As an application is formed through the pre-application meetings, completeness review, review boards and committees and Town Council, the planner must communicate to the applicant the requirements and expectations of all of the potential reviewers, synthesize the comments into a single staff report, and ensure that the mandatory and voluntary aspects of the design are enforceable throughout the construction process.

Development review encompasses a wide range of actions directly or indirectly related to land development, including site plan review but also plats and plat notes (which ultimately require County approval), rezonings, variances, developer's agreements, special permits and vacations of right-of-way and the review of building and other permits for compliance with Town regulations. Permit review is a distinct component of development review. The Planning and Zoning Division is responsible for review of certain classes of building permits, business tax receipt applications, engineering permits, and alcoholic beverage applications (a state application that requires local review). Unlike site plan review for new development, the approach to permit review is to ensure compliance as efficiently as possible. However, a great deal of time and effort is often necessary when the applicant is an owner-builder or otherwise unfamiliar with local requirements.



The greatest challenges in development review involve management of the ever-increasing complexity of the regulatory environment (at all levels of government) and management of land development records, such as approved site plans. There are currently 104 different zoning districts in the Town, including “traditional” zoning but also newer overlay zones and form-based zoning provisions. Major revisions to the Town’s code are necessary to eliminate unnecessary complexity. In order to ensure enforceability, site plans approved since 1973 must be scanned and indexed by parcel. The key instruments for managing these challenges will be Geographic Information System tools and the New World Systems public administration software.

D. S.W.O.C Analysis.

<p style="text-align: center;">STRENGTHS</p> <ul style="list-style-type: none"> <input type="checkbox"/> Wide range of staff education and experience, both public and private sector <input type="checkbox"/> Good, cooperative relationships with other Town departments and staff. <input type="checkbox"/> Good, cooperative relationships with other jurisdictions, such as Broward County, Metropolitan Planning Organization and Florida Department of Community Affairs. 	<p style="text-align: center;">WEAKNESSES</p> <ul style="list-style-type: none"> <input type="checkbox"/> The local government experience is all from a limited number of communities in South Florida. <input type="checkbox"/> Limited experience in capital projects planning <input type="checkbox"/> Disorganized, outdated zoning regulations <input type="checkbox"/> Inconsistent recordkeeping and use of process management software (HTE) <input type="checkbox"/> GIS program behind schedule
<p style="text-align: center;">OPPORTUNITIES</p> <ul style="list-style-type: none"> <input type="checkbox"/> Gov Q/A (an opportunity for effective communication) <input type="checkbox"/> Strategic outreach to realtors and other end users of planning information (to reduce the need to call for information) <input type="checkbox"/> Education of Council, Boards and committees (to reduce misunderstandings of Town role in development approval) <input type="checkbox"/> Process management software upgrade (HTE replacement) <input type="checkbox"/> Optiview or similar document management software (for archive of documents) 	<p style="text-align: center;">CHALLENGES</p> <ul style="list-style-type: none"> <input type="checkbox"/> Retrieval of approved development plans and documents <input type="checkbox"/> Budget uncertainty <input type="checkbox"/> Shifting priorities <input type="checkbox"/> Excessive procedural requirements for minor issues, such as temporary uses. <input type="checkbox"/> Hometown Democracy constitutional amendment (the possibility of requiring a public referendum for comp. plan amendments after November 2010, may force the Town to change strategy).



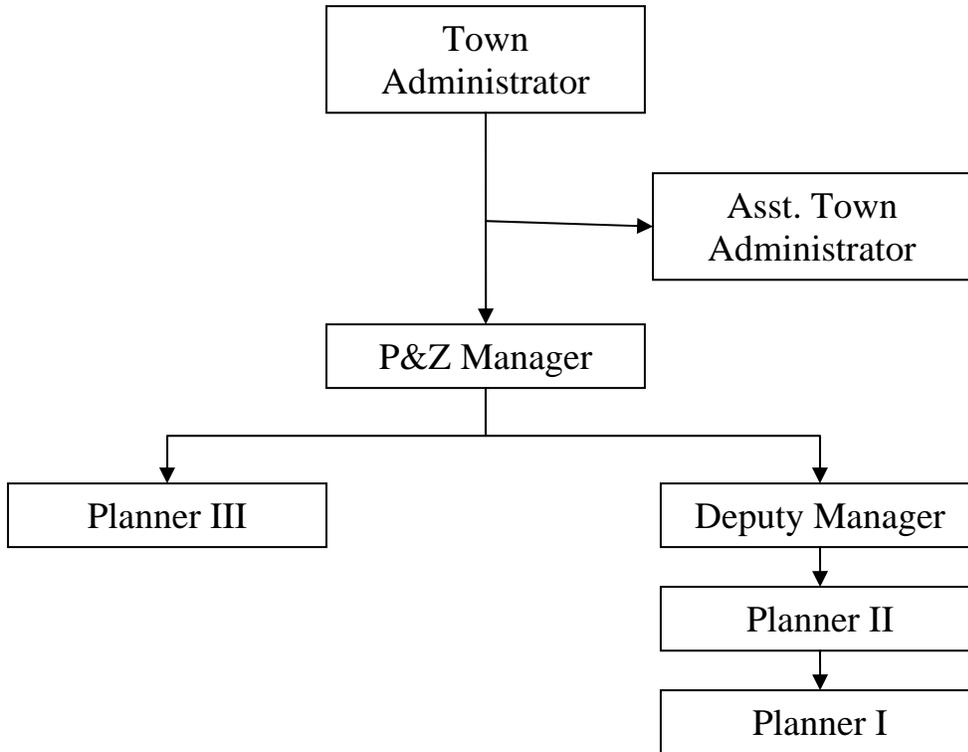
E. Products and Services.

Although the dividing line is not always apparent, the Planning and Zoning Division provides service to both internal and external customers. Internal customers include the Town Council, Council-appointed boards and committees and various Town departments. External customers include individual applicants and their representatives, other parties interested in planning and zoning matters, such as homeowner’s associations, representatives of various levels of government, and the news media. The two major services are described below.

Comprehensive Planning	Development Review
<p>Preparation of the state-mandated comprehensive plan and all related amendments</p> <p>Town-sponsored amendments and landowner-sponsored amendments</p> <p>Preparation of land development regulations</p> <p>Provision of policy advice on land use to the Town Administrator, Town Council and various appointed boards and committees.</p> <p>Implementation of plan objectives, including grant writing and preliminary design of capital and other improvements.</p>	<p>Review of site plans, plats and similar development applications for compliance with the land development regulations.</p> <p>Review of building and other permit applications for compliance with land development regulations.</p> <p>Support the “One-Stop Permit Center” as needed to provide continuous customer service support for building, business tax and other permit applications.</p>



F. Management and Organizational Structure.



G. Personnel.

Employee Class Specifications. Although the assigned duties of the current planning staff reflect some specialization, either favoring development review or comprehensive planning, the Employee Class Specifications cover all potential tasks and responsibilities that might be appropriate for each skill level. This is necessary because of the shifting pace of development activity and the need to address County, State and other mandates. For example, during times of high development activity, a Planner II might be almost entirely engaged in site plan review but in other times may be assigned other duties, such as policy review, mapping, or grant writing. In general, however, the skill levels and expectations of the employees are:



Position	Skill Level and Expectations
Planning and Zoning Manager	Extensive experience in planning and zoning field with knowledge not only of Town requirements but also industry standards. Knowledge of leadership and supervisory practices. Ability to effectively communicate with various Town officials, including elected officials and with other jurisdictions, such as neighboring municipalities, transportation authorities and the County.
Deputy Planning and Zoning Manager	Same as Planner III but has direct supervisory authority over selected staff. Authorized to sign plats, staff reports and other documents and make purchases on behalf of the Division.
Planner I	Performs routine planning and zoning functions under moderate supervision. Expected to be proficient at administering the land development regulations and written procedures of the Division. May also assist other planners as needed.
Planner II	Performs routine planning and zoning functions under moderate supervision but projects are more complex and of longer duration. Expected to be proficient at administering the land development regulations and written procedures of the Division but also expected to have a good understanding of planning and related fields and possess good problem solving skills. Will often have related proficiency, such as Geographic Information Systems, geography, architecture or environmental systems.
Planner III	Same as Planner II but with extensive experience and with the ability to perform high quality technical work and project management with little supervision. May serve as a team leader on larger projects.

The current staff of the Division are:

David Quigley has been the Division Manager for the Town of Davie since January of 2008. Mr. Quigley earned a Master of Science Degree in Urban and Regional Planning from Florida State University in 1993 and has been a professional planner since that time, first as a volunteer planner in the U.S. Peace Corps in Kenya and then in increasingly responsible positions in Monroe and Martin Counties. Mr. Quigley has been certified by the American Institute of Certified Planners since 1997. Mr. Quigley believes that effective planning and zoning processes spring from a foundation of fair and transparent rules and institutional memory. Thus,



his early directives included ensuring that all land development plans and rules are available on the Town's website, that all work product, including "exploratory" planning work, is saved electronically for future use. Mr. Quigley shares his experience with other staff within the Division while constantly looking for ways to absorb the wide range of skills they bring to the Town (see chart).

David Abramson has been with the Planning and Zoning Division since 2003 and has been Deputy Planning and Zoning Manager since December of 2007. Mr. Abramson received both a Bachelors and a Masters degree in Urban and Regional Planning from Florida Atlantic University as well as a certificate in architectural drafting from McFatter Technical Institute. Prior to joining the Town, Mr. Abramson gained experience as a CAD technician for two local construction firms. As the Deputy Manager, Mr. Abramson is authorized to carry out any management duty within the Division during the Manager's absence. However, Mr. Abramson's normal duties involve supervision of the development review process, including holding pre-application meetings, application intake, receipt of fees, and maintenance of the Division's webpage and procedures manual.

Ingrid Allen has been with the Division since January of 2005, beginning as a Planner I but gradually rising to a Planner III in December of 2007. Ms. Allen holds a Bachelor of Science in Marketing from the University of South Florida and a Master of Geography from Georgia State. Prior to joining the Division, Ms. Allen was a Resident Account Manager for Aerolneas Argentinas (international airline), held a marketing position with Budget Rent-A-Car and also served as a college-level instructor in geography. Ms. Allen now specializes in comprehensive planning, including both the review of private applications and Town-initiated policy amendments. Ms. Allen also performs a wide range of plan implementation tasks, often involving consultant contract management and intergovernmental coordination.

Lise Bazinet has been with the Division as a Planner II since 2006. Ms. Bazinet holds a Bachelors degree in Architecture and Urban Planning from Universidad Ricardo Palma (Lima, Peru). Prior to joining the Division, Ms. Bazinet gained several years of local experience in architectural design and CAD drawing and five years of experience with the Office of Planning in the nearby City of Hollywood. Ms. Bazinet is primarily involved in the review of development applications but also performs other projects as needed. She is currently the staff liaison to the newly created Green Energy and Environmental Committee and is assisting in the formation of Town policies to control greenhouse gases and other environmental challenges.

Carlo Galluccio has been with the Planning and Zoning Division since 2005 and has been a Planner I since 2007. Mr. Galluccio holds a Bachelors degree in Urban and Regional Planning from Florida Atlantic University and a Masters in Public Administration from Belford University. Prior to joining the Town, Mr. Galluccio was a general manager for AMC Theaters for 8 years. Mr. Galluccio also served United States Naval Reserve from 2002 to 2007 (as a military planner – electrician) and in the Air Force Reserves since 2007 to present (as a



Technical Sergeant). Mr. Galluccio performs zoning reviews and inspections, provides customer service on zoning matters and performs various other planning duties as needed.

Experience and technical skills. The following tables illustrate the range of work experience and technical skills held by current staff.

Summary of work experience and technical skills:

Work Experience	Abramson	Allen	Bazinet	Galluccio	Quigley	Total Years
Govt. – Dev. Review	6	1	6	5	3	21
Govt. – Comp. Planning	1	4	2		12	19
CAD design	6		6			12
Business Management				8		8
Land title research					5	5
Architectural Design			4			4
Teaching		4				4
Marketing		4				4
Govt. – Contract Mgt.					1	1

Technical Skills	Abramson	Allen	Bazinet	Galluccio	Quigley
GIS	✓	*	*	*	✓
CAD design	✓		✓		
Web design	✓				✓
Spanish language		✓	✓		

* Completed GIS training in 2010.



Salaries and qualifications. The current pay ranges and minimum skill levels for the filled positions are as follows:

Position	Salary Range ¹	Minimum Qualifications ²	Desired Qualification
Manager	\$71,070-95,240	Bachelors in planning or related field, 3 yrs. supervisory in planning field.	Masters in planning or related field. Ten or more years experience in planning or related field. American Institute of Certified Planners.
Deputy Manager	\$63,292-84,817	Bachelors in planning or related field, 2 yrs. supervisory in planning field.	Masters in planning or related field. American Institute of Certified Planners.
Planner III	\$57,460-77,002	Masters in planning or related field and 5 yrs. planning experience or Bachelors in planning or related field and 7 years planning experience.	American Institute of Certified Planners.
Planner II	\$53,571-71,791	Masters in planning or related field and 2 yrs. planning experience or Bachelors in planning or related field and 4 years planning experience.	American Institute of Certified Planners.
Planner I	\$43,851-58,764	Bachelors in planning or related field, 2 yrs. experience in planning.	American Institute of Certified Planners.

¹ Not including benefits.

² Per Job Class Specification.



Employee retention issues. Although there is a core set of skills that is ideal for any planner, such as spreadsheet analysis, mapping, report writing and public involvement techniques, planning and zoning work is highly parochial, relying on knowledge of state planning statutes, natural and other features of the local area, knowledge of local decision-makers, and unique local code requirements. For this reason, even a fully qualified individual may take months of on-the-job training to become proficient. At the same time, in the case of projects that span a year or more, staff turnover can be extraordinarily disruptive due to the loss of local knowledge and the need for the remaining staff to cover the loss.

Future employees. The Town is fortunate to be near the Florida Atlantic University School of Urban and Regional Planning (downtown Fort Lauderdale campus), which has both a Bachelors and Masters degree program. The school offers opportunities for continuing education as well as a steady supply of potential interns and new employees. Interns are sometimes willing to work without pay in order to meet their internship requirement and gain experience. Due to the short and unpredictable tenure of their service, interns are generally limited to performing short term research tasks and cannot generally perform development review or customer service functions.

Employee classification. All planners are salaried, non-union employees and can be required to work long hours and evenings in order to complete required tasks, such as community meetings and various board and committee meetings.

General Work Assignments By Percentage of Time. The following is an estimation of the proportion of time each staff member spends on programmed tasks. Note that this includes both direct involvement and indirect involvement, such as administrative oversight.

Position	Development Review		Comprehensive Planning
	Permits	Development Applications	
Planner III (Allen)	5%	0%	95%
Manager (Quigley)	5%	20%	75%
Dep. Mgr. (Abramson)	10%	80%	10%
Planner II (Bazinet)	10%	75%	15%
Planner I (Galluccio)	85%	10%	5%



Appendix 1 provides a diagram of development applications submitted to the Division over the past 10 years. At present, the number of applications is well below the peak years of 2000 and 2003 but just under the average for the 10 year period.

Training and education. Training is in two forms. Several times each year, planners will take part in training, usually “in-house”, on issues such as management or to learn a new software or procedure. At least once a year, planners have an opportunity to attend a 1 to 3 day conference or seminar on planning issues. These can be valuable in showing how other communities address planning and zoning challenges. Although no formal certification is required for any current staff, certification by the American Institute of Certified Planners (AICP) is the recognized standard for professional planners. The AICP certification requires a written exam and the completion of 32 credit hours of continuing education every two years, including planning, planning law and ethics. In order to qualify to take the exam, a planner must have earned a bachelors degree in planning or a related field and have at least four years of relevant experience (or at least two years of experience with a masters degree).

Contract staff. Despite the level of experience among staff, it is sometimes not feasible to accomplish tasks “in house”. The division has two sets of continuing service contracts that allow the use of planning and related professionals when needed:

- **Cost Recovery.** Chapter 18 of the Town Code allows the Town and/or applicants to utilize qualified consultants to perform certain development review functions. The division maintains contracts with three planning firms for this purpose (applicants must choose from the Town’s list of contractors). All applicants pay a base fee for each type of application while any additional costs incurred by the cost recovery consultants must be paid by the applicant. An applicant may use this option in order to speed up the approval process while the Town may use it to perform a specialized review task that is not available “in house”, such as traffic study review. Due to the current downturn in development activity, the cost recovery system has not been used except to cover outside review of traffic studies. The Division generally does not advise applicants to use an outside firm for development review services because it does not ultimately relieve staff from the responsibility of determining compliance or of coordinating the review among the other reviewing agencies.
- **General Planning Services.** The division maintains contracts with several full-service planning firms who can perform specialized services as-needed. While this is a useful tool to have available, it does not help to build capacity within the Division and can threaten employee morale because the types of work that are most likely to be contracted out are also the most rewarding to the “in-house” planning staff.



Procedures. The Division is in the process of creating a unified procedures manual. The Division has various sets of procedures and guides but they must be pulled into a single document, approved and maintained.

Funding and Cost Recovery. The Planning and Zoning Division collects fees for most review development review applications. The Town attempts to achieve full cost recovery for most private development applications, with the specific exception of some applications which are deemed to provide a public good, such as affordable housing applications, rezonings for places of worship and amendments to the zoning code sponsored by citizens. There is no cost recovery for Town-sponsored applications, such as for comprehensive plan amendments and similar policy work, applications for Town-owned properties or for work related to Town legal cases. Other work that is not currently compensated includes State or County mandated coordination, customer service not related to specific applications, such as fulfilling public information requests and providing information to realtors, appraisers and other interested parties.

Year	Receipts	Employees*	Salaries + Benefits	Cost Recovery
FY2004/05	179,102	N/A	N/A	
FY2005/06	308,628	N/A	N/A	
FY2006/07	271,368	7	581,961	47%
FY2007/08	149,141	6	574,013	26%
FY2008/09	149,517	6	542,201	28%
FY2009/10	147,847	6	589,060	25%
FY2010/11	181,276	5	321,917	56%

* Excludes employees primarily engaged in clerical, landscaping and business tax receipts duties.



I. BUDGET & FINANCIAL PLAN

Due to the loss of a planner II and support staff in previous years, planners have become less specialized and are able to perform a wider range of tasks, including inspections and customer service work as needed. As in past years, the Division will rely on contractors for specialized planning work or other services that cannot be done “in-house”. This “blended staff” approach will be critical for making significant advances in the redevelopment areas, particularly for infrastructure planning and for implementing the Sustainability Action Plan.



Planning & Zoning Division

Mission

Provide innovative, practical and cost-effective planning services to the Town, consistent with the comprehensive plan and recognized industry planning standards, while working cooperatively with the public, Town staff and other interested parties.

FY 2012 Budget Highlights, Projects and Impact

The Planning and Zoning budget is essentially unchanged from the previous year, with no significant changes in personnel or services. Due to the loss of a Planner II and support staff in previous years, planners have become less specialized and each are performing a wider range of tasks, including inspections and customer service work as needed. As in the previous year, the Planning and Zoning Division and Engineering will share an Office Supervisor, but in FY 2012, Planning and Zoning will fund fifty percent of the salary and benefits costs. As in past years, the Division will rely on contractors for specialized planning work or other services that cannot be done "in-house." This "blended staff" approach will be critical for making significant advances in the redevelopment areas, particularly for infrastructure planning and for implementing the Sustainability Action Plan.

Staffing Levels

	FY 2010	FY 2011	FY 2012
Deputy Planning & Zoning Manager	1	1	1
Landscape Inspector	1	0	0
Office Supervisor	1	1	1
Permit Clerk	0	1	1
Planner I	1	1	1
Planner II	2	1	1
Planner III	1	1	1
Planning & Zoning Manager	1	1	1
Total Budgeted Positions	8	7	7

Budget Summary

	FY 2010 Actual	FY 2011 Original Budget	FY 2012 Budget
<u>Revenue</u>			
Permits, Fees and Special Assessments	\$144,552	\$155,636	\$164,161
Intergovernmental	\$0	\$64,310	\$0
Charges for Services	\$5,209	\$2,400	\$9,224
Revenue Totals	\$149,761	\$222,346	\$173,385
<u>Expenditures</u>			
Personnel Services	\$668,540	\$766,726	\$708,732
Operating Expenditures	\$168,350	\$301,769	\$369,238
Capital Outlay	\$8,697	\$64,310	\$16,072
Expenditure Totals	\$845,587	\$1,132,805	\$1,094,042



III. GOALS/OBJECTIVES, OUTCOMES, ACTION STEPS, AND KPI

GOALS/OBJECTIVES	2011/2012 STRATEGIC OUTCOMES	ACTION STEPS	KEY PERFORMANCE INDICATOR	RESULTS (through FY2012-Q2)
Development Review				
Review site plans and similar development applications for compliance with Town requirements.	Expedite review of projects with significant economic development potential or in support of affordable housing (Town Council Strategic Priorities 4, 5).	Provide written comments to applicants within 20 days for “Priority” projects delivering affordable housing or having high economic development potential	Meet deadline at least 80% of the time.	Outcome not met (Elan comments were out in 18 days but Restaurant Depot took 25)
	Cost recovery (Town Council Strategic Priorities 4).	Enforce fee schedule to recoup cost of review services, including hourly charges for services outside of the standard review procedures	Recover at least 75% development review and permit costs (salaries+benefits+administrative overhead).	Outcome not yet met (recovery rate is 72% as of Q2)
	Record-keeping and information retrieval (Town Council Strategic Priorities 1, 2, 3, 4).	Convert plans approved 1973-2010 to electronic format.	Convert 10% per year.	Outcome not yet met (converted 7% so far this year)
Comprehensive Planning				



GOALS/OBJECTIVES	2011/2012 STRATEGIC OUTCOMES	ACTION STEPS	KEY PERFORMANCE INDICATOR	RESULTS (through FY2012-Q2)
<p>Provide innovative, practical and cost-effective planning services to the Town, consistent with the comprehensive plan and recognized industry planning standards.</p>	<p>Ensure proper coordination with established local and regional planning entities (Town Council Strategic Priorities 2, 3, 4, 5).</p>	<p>Routinely attend meetings of the Metropolitan Planning Organization (MPO), MPO Technical Coordinating Committee and the School District's Staff Working Group</p>	<p>Attend at least 90% of meetings.</p>	<p>Outcome met</p>
	<p>Participate in local planning collaboration efforts and use these as an opportunity to promote Town initiatives.</p>	<p>Annually host or participate in at least one state or local seminar related to planning initiatives (such as Broward APA's City Spotlight or hosting the SR7 Collaborative.</p>	<p>Participate in at least 2 events annually.</p>	<p>Outcome not yet met. On 04-11-12, hosted luncheon with Broward Planning Directors (17)</p>



IV. MARKETING PLAN.

1. Review.

The Planning and Zoning Division has both internal customers, such as Councilmembers and other Town departments, and external customers, such as applicants and members of the public seeking public information.

Competition. To the extent that external customers may choose where to invest and develop, the cities of Plantation and Coral Springs compete with the Town of Davie in that they have similar regional economic opportunities. In terms of providing planning and zoning services “in-house” versus through professional service contracts, Mellgren Planning Group is a useful example because they are based in Davie and provide not only specialized planning services, such as master planning and preparation of comprehensive plans, but also provide nearly all planning and zoning services for Southwest Ranches. The following table provides a comparison of the Town’s Planning and Zoning Division with Plantation, Coral Springs and Mellgren Planning Group.



Factor	Our Department	Strength	Coral Springs	Plantation	Mellgren Planning Group (contractor)	Importance to Customer
Products	The Division provides a range of “internal products”, such as comprehensive planning service and intergovernmental coordination and “external products”, such as site plan review, permit review and general customer service.	Yes	Similar range of products but includes more economic development	Similar range of products but includes more economic development	Similar range of products.	5
Price	External charges, such as fees charged for development review are generally lower than similar municipalities.	Yes	Generally higher than Davie	Substantially higher than Davie	Generally higher than Davie	2
	Internal charges, including salaries and overhead as related to all other planning services, are similar to other municipalities.	Yes	Generally the same as Davie	Generally the same as Davie	Generally higher than Davie	2
Quality	The Division provides professional-level planning services to internal and external customers, including technical reports, analysis, mapping, project management and consensus-building.	Yes	Good	Good	Good	4



Factor	Our Department	Strength	Coral Springs	Plantation	Mellgren Planning Group (contractor)	Importance to Customer
Selection	Through its wide range of experience and educational achievements, the Division offers a good selection of skills for both internal and external customers.	Yes	Good	Good	Good	
Service	(same as Quality)	--	--	--	--	--
Reliability	With relatively low turnover in recent years, the Division is able to provide reliable service to both internal and external customers.	Yes	Good	Good	Good	4
Stability	Although relatively stable in recent years, due to the parochial nature of planning and zoning work, any level of staff turnover can be extremely disruptive to services.	No	Fair	Fair	Fair	5
Expertise	The current staff generally offer a high level of planning expertise but additional depth is needed in GIS, project management and technical writing. Additional work experience, e.g., in private sector or with jurisdictions outside of Florida, would be helpful.	Yes	Good level of expertise. Generally does not rely on outside contractors.	Good level of expertise. Generally does not rely on outside contractors.	Good level of expertise but not a full service planning firm (lacking in GIS, graphics and similar expertise)	5



Factor	Our Department	Strength	Coral Springs	Plantation	Mellgren Planning Group (contractor)	Importance to Customer
Department Reputation	Division staff enjoy good working relationships with both internal and external customers. The Division is known for its commitment to regional transportation and transit planning and maintains contact with other local and regional planning partners.	Yes	Consistently positive	Better for economic development than general planning and zoning. Politically driven.	Consistently positive.	4
Location	The office location is well situated and easily accessible, except for the extreme western portion of the Town, but the separation of various Town departments and divisions into separate buildings and locations is problematic.	Yes	Convenient, central location.	Convenient, central location.	Nova Drive near Davie Road. Easily accessible but not near any Town facilities.	4
Appearance	The physical appearance of the Division offices is adequate but unappealing.	No	Good	Good	Modern and professional	2



Factor	Our Department	Strength	Coral Springs	Plantation	Mellgren Planning Group (contractor)	Importance to Customer
Advertising	Most advertising is done through the web pages and periodic Davie Update articles. Advertising is adequate but more outreach could be done to actively engage development review customers and invite public participation on Town planning in general.	No	Website and outreach is very professional and engaging.	Website provides adequate information but is not engaging	Website provides adequate information but is not engaging	4
Image	The public image of the Division is overall positive but could be improved through additional focus on training and public outreach.	No	Consistently professional	Better for economic development than general planning and zoning.	Consistently professional, unbiased.	3



2. Objectives

Goal	Strategic Outcomes	Action Steps	KPI	RESULTS (through FY2012-Q2)
Educate the public about planning processes and initiatives	Promote accomplishments of the Town related to planning and zoning.	Prepare informational or promotional articles per year for the Davie Update or similar publication.	Prepare at least two articles per year.	None completed through Q2.
Educate “high volume customer groups” such as development agents (planners and engineers who submit development applications), realtors or business groups.	Improve the way “high volume customers” interface with the Division, thereby reducing staff time and conflicts.	Conduct an outreach event with a key audience group, such as development agents realtors or business groups to provide training or solicit feedback.	Conduct one outreach event per year.	None completed through Q2.



3. Audience.

The Division's marketing audience includes:

- Prospective applicants, e.g., seeking information on how to apply or for applicable rules.
- Landowners inquiring about a proposed development or policy change.
- Real estate professionals, such as appraisers, realtors, and lenders.
- State and local government units with an interest in Town land uses, such as Broward County and adjacent municipalities.
- Other Town departments and staff.
- Town Elected and appointed officials.

4. Message.

See Exhibit 2 for examples of published Davie Update articles.

5. Basket.

Routinely used:

- Division web page
- Davie Update articles

Other items to be developed::

- Email distribution lists
- Regional publications, such as through the SR7 Collaborative and South Florida Regional Planning Council.
- Professional planning outlets, such as Broward Chapter of the American Planning Association's City Spotlight, Florida APA conferences and publications.

6. Brand.

The Division's web pages use only the Town's approved format. Future changes will only will be made with the approval of the Public Information Officer (PIO). The Davie Update articles are presented to the PIO in draft form and published by the PIO.

7. Feedback.

The Division will examine success and failure of its marketing objectives via the Town-wide resident and business survey and through periodic outreach events with a key audience groups, such as development agents, realtors or business groups.



V. OPERATIONAL PLAN.

This section provides a summary of the daily operation of the Division, including the location, equipment, people, processes, and surrounding environment.

Production

Most production occurs in the Planning and Zoning Division offices in Town Hall. Although an administrative assistant is available to take inquiries over a central phone line, customers are also free to call planners directly (all phone numbers are published on the web page. Regular customers, such as development agents, are often quite familiar with the Division staff and know who to call directly for their issue.

The Division has a “Planner On Call” system for ensuring that a qualified planner is available at all times. On a rotating basis, planners are designated Planner on Call #1 and Planner on Call #2. Walk-in customers and inquiries not involving a particular (pending) application are forwarded first to the Planner I in the One-Stop Permitting Center. If the Planner I is not available or for any other reason, inquiries are forwarded to the Planner On Call. The role of the administrative assistant is critical because the Division receives a large number of inquiries that should actually be forwarded to other departments, especially Code Enforcement and Building.

Staff meetings are held weekly to ensure that work is properly distributed and that critical deadlines are met. All projects are tracked on an “active workload” spreadsheet which indicates the assigned planner and, if applicable, the scheduled meetings for each item. After the meeting, the Deputy Planning and Zoning Manager ensures that items are properly agendaized and the Planning and Zoning Manager follows up on any other issues.

Planners are generally responsible for the quality of their routine email and phone communications but the Planning and Zoning Manager reviews and approves all staff reports that go out to boards, committees or Town Council. Typical quality control issues include consistency of format, proper Code interpretation, clear graphics and proper coordination with the Town Attorney and other Town officials. While the Council agenda is produced electronically through the Easy Agenda system, all other boards and committees receive hard copy packets.

Legal Environment

Employee certification. No current employees are required to be licensed or certified. Certification by the American Institute of Certified Planners (AICP) is desired, however.



Legal requirements. Aside from Town regulations, Planning and Zoning Division staff must be familiar with and be able to utilize the following State and County regulations:

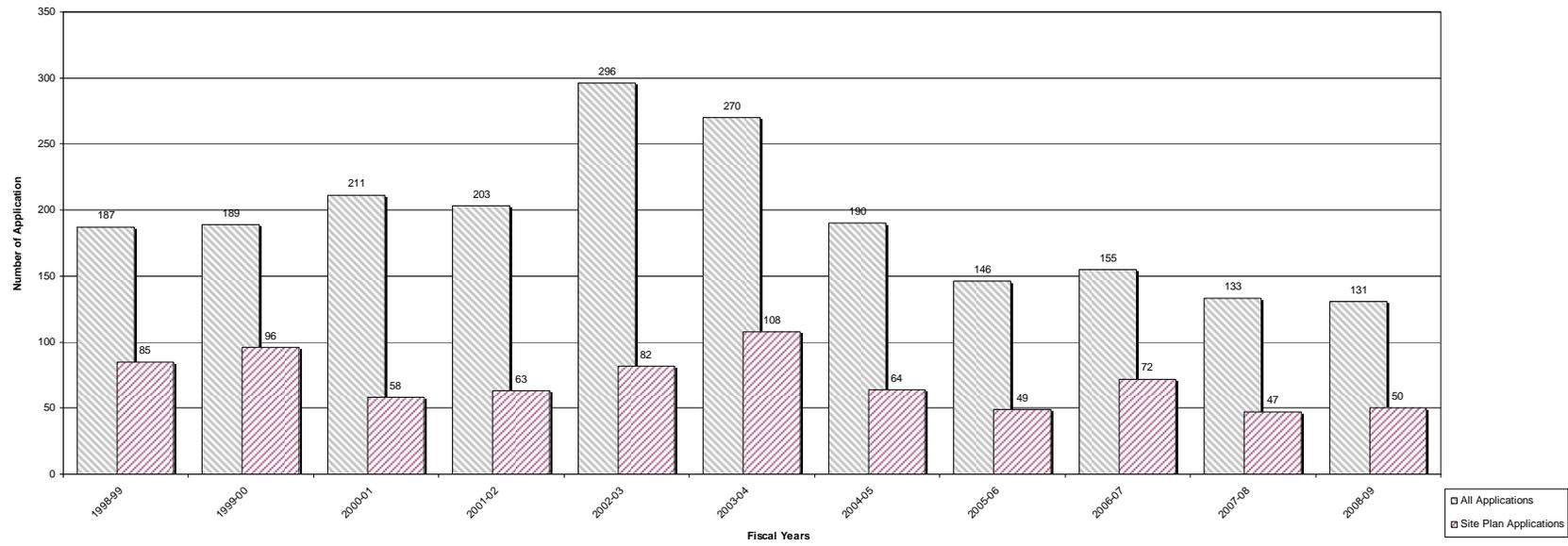
Requirement	Source	Section	Purpose
Local Government Comprehensive Planning and Land Development Regulation Act	Florida Statutes	Chapter 163, Part II	State-mandated comprehensive plans and procedures. Land development regulations and development approvals must be consistent with adopted plan.
Procedures for adoption of ordinances and resolutions	Florida Statutes	Sec. 166.041	Minimum public notice requirements.
Florida Environmental Land and Water Management Act.	Florida Statutes	Chapter 380	Procedures and standards for Developments of Regional Impact.
Public Records	Florida Statutes	Chapter 119	Retention and responses to requests for public records.
Broward County Comprehensive Plan	Broward County	Future Land Use Element	Town comprehensive plan must be consistent with County plan.
Broward County Administrative Rules Document	Broward County	All	Standards and procedures for County mandates for municipalities, such as Flex and Reserve units, requests for amendments to the County plan and recertification of municipal plans.

VI. APPENDICES.

1. Development Applications 1999-2009
2. Published Davie Update Articles

APPENDIX 1

Development Application Analysis (99-09)



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The seal of the Town of Davie, Florida, is a circular emblem. It features a central illustration of a large tree in front of a building. Below the tree is a banner with the text "EST. 1925" on the left and "INC. 1961" on the right. The words "TOWN OF DAVIE" are written in an arc across the top, and "FLORIDA" is written in an arc across the bottom. The seal is rendered in a light gray, semi-transparent style.

Department of Public Works and Capital Projects

BUSINESS PLAN

FY 2013

Town of Davie

Mark Collins, Director
6901 Orange Drive, Davie, Florida 33314
954-797-1245



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II. GENERAL DEPARTMENT DESCRIPTION

A. Mission Statement

The Town of Davie Public Works and Capital Projects Department's mission is to support and enhance a high quality of life for the Town's residents, businesses and visitors by providing well planned, environmentally sensitive, cost effective infrastructure, and services to promote civic vitality.

B. Value Statement/Philosophy

Department Vision

To meet community needs by being helpful, competent and professional.

Departmental Philosophy

We will foster cooperation and teamwork with every employee, resident and business interest, working together to make the Town of Davie an ideal community to live and work.

Departmental Values

The department as a whole shares the following values:

1. Professional customer service
2. Environmental awareness
3. Cost efficiency

These values align with and support the values identified by the Town Council; the Town core values are customer driven, respect, integrity, excellence, and leadership. All departmental values support the Town's goal to be customer driven, although the value of "customer service" aligns with this value directly. Respect is an integral part of providing good customer service while integrity is needed in producing a quality product.

C. EXECUTIVE SUMMARY

The Town of Davie Department of Public Works and Capital Projects is a stakeholder service organization responsible for the asset development, maintenance and management needs of the



Town. The Capital Projects section is primarily responsible for the development and reconstruction of assets, while the Public Works section is tasked with the care, maintenance and upkeep of these assets. The assets include Town-owned properties, buildings, parks, roadways, pedestrian ways, medians, equestrian trails, drainage systems, and street lights. The department has completed the process of formalizing the operating procedures and levels of service for the operating as well as the capital projects.

The department performs its services using a mix of in-house and contractual work forces. By continually reviewing, updating and revising outsourced work scope, the department is able to ensure the best value for the Town. Through this same effort, the department has come to understand the market niche they can be the most competitive. By confining our efforts to the areas we can best perform, we are making the best use of our assets while remaining cost efficient.

Over the past few years, the department complement has been reduced by over 25% due to budget cuts. This reduction has been accomplished through attrition for the most part, and no terminations for reduction in force have been necessary. This constriction has necessitated the department scrutinize every expenditure and take measures to increase the overall department efficiency. This process continues, and the department has identified and is proceeding with several initiatives to measure and evaluate departmental productivity.

While the immediate economic forecast continues to require restrictions in spending, the department is proactively seeking creative means of accomplishing more with less. As property values level and new business interests emerge, a healthier, albeit, lean source of funds will



allow the department to address future goals. This challenge will require the department continue to make strides in increasing value, quality and customer service.

In closing, the department is in a relatively good position to demonstrate to the community we compare favorably with similar or competing entities in the market place. That being said, the department also recognizes much greater progress must be achieved in the areas of efficiency and quality service, if we are to continue as the provider of choice for the asset management needs of the Town.

D. S.W.O.C. ANALYSIS

Strengths and Weaknesses

The core strengths of this department include the current management team and a significant group of employees who are dedicated to the success of the organization. The attitude of enthusiasm toward change, coupled with the historical experience which was retained in some key spots, has put the department in a very good position to address the changes necessitated by the recent budget cuts. The department also has a core group of dedicated employees committed to advancing department goals and objectives. This is not to say there are not some general as well as specific weaknesses with the department personnel. Ongoing training for all levels of management as well as increased accountability is being used to address any previous deficiencies.

The department is struggling with a depreciating fleet, due to the age and the lack of means to replace and/or upgrade tools and equipment needed to perform many of the daily tasks.

Finally, as the existing service provider, with a recent vote of confidence from the residents and business owners, the department continues to serve the Town of Davie with pride and professionalism.



Strength	Description	Options for Preserving or Enhancing Each Strength
Technical work knowledge	Field staff is constantly learning all aspects of the department's operations. The department's four equipment operators' skills continue to improve in performing repairs to asphalt, concrete, drainage and landscaping. Two operators are fairly new to the position, and they have shown excellent leadership skills and enthusiasm.	Additional training classes are needed to have the supervisory skills continue to grow. Maintenance Technicians are moved from divisions at times to allow for greater learning of a cross section of skills.
Knowledge of Town geography	Many employees have knowledge of where, when and why Town of Davie infrastructure was created.	Continue to develop new employees' knowledge of the Town of Davie from the current experienced employees.
Cross-trained employees	Many department workers have the skills to perform a variety of departmental tasks.	Offer incentive pay for staff to be certified in work requiring technical experience or work requiring a licensed professional
Relationships with residents	Through the years, the Town residents have become familiar with Public Works staff, and they have a comfort level dealing with them, since they know them on a name basis.	Employees are encouraged to listen to citizens concerns and to make our customers satisfied. More and more field staff are given business cards to residents when they come in contact with them.
Employees' work attitude	Employees are united in problem solving.	The department strives to keep all employees apprised and participating in decision



		making.
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Weakness	Description	Options for Preserving or Enhancing Each Strength
Lack of staff	The department has too few employees to meet the demands put on each division. When maintenance on demand or emergencies arise, other scheduled tasks fall behind.	Re-evaluate what the responsibilities are for the department and see what the actual staff levels should be.
Lack of quality heavy duty equipment	The backhoes and the bucket truck are in poor condition and are often in the garage for repairs.	Replace at least one backhoe. Replace the bucket truck with a vehicle equipped to perform maintenance properly.
No functional work order system	Current work orders are not uniform. The current work order system does not keep track of historical data.	Obtain a working work order system.
Amount of property and facilities owned by the Town.	The Town of Davie continues to acquire more and more of property and facilities. These are added maintenance costs, with some of the costs falling to Public Works.	Provide a sustainability report for the cost to maintain each property and facility. Advise decision makers of the costs before additional items are purchased.
Safety training	Certain positions require specialty training which is not in place.	Find proper, affordable training for employees needing safety training.



Employee advancement	Due to budget issues and the work hierarchy, there is a very limited opportunity for employee advancement.	Develop a technical path for employees to advance to.

Opportunity	Description	Options for Taking Advantage of Each Opportunity
Make monthly pickups of white goods (household appliances) for recycling revenue.	Pick up residents' washing machines, refrigerators, etc. to recycle for revenue.	This helps residents' properly dispose of items not normally picked by their refuse collectors.
Perform concrete and asphalt repairs for the Utilities Department	Utilities contracts work out that Public Works can perform.	Let Public Works bid on work we are capable of doing to generate revenue for the department. Jobs that are too big would still be contracted.
Street sweeping	Speak with H.O.A.'s to offer street sweeping services for private communities and speak with commercial property owners as well.	Revenue could be generated, and it would make residents and private property owners aware Public Works could perform such services.
Replacement of inefficient lighting and air conditioners	Older light bulbs use more energy and give off more heat. Older air conditioners are not efficient.	By switching to more fluorescent bulbs and replacing old air conditioner units, savings could be found in using less electric, and by being serviced less.



Challenge	Description	Options for Overcoming Each Challenge
Continued budget cuts	The department's operating budget has been trending downward. Service levels have decreased, along with necessary improvements being delayed.	The department continues to try to be more efficient. Low bid contractors are selected. Alternate revenue options are used more.
Purchasing of properties and facilities	Often the Town will purchase properties, but will not set aside funding to maintain the property long-term.	This is somewhat of an unfunded mandate. Money should be set aside on an annual basis to maintain newly purchased property.
Other departments requesting construction services from Public Works	Departments request new work from Public Works without having the funds to pay for it.	By having the requesting departments pay for their requests, Public Works would not be burdened with these extra expenses.
Ball field and turf maintenance	Due to increased usage and decreased funding, the ball fields and turf fields are left in a less than desirable condition.	Implement a plan to have these properly replaced/overhauled on scheduled basis. Possibly collect the fees from the groups using the fields.
Outdated playgrounds	Many playgrounds in Town parks need replacement. Unsafe playgrounds are removed and not replaced.	With the help of our newly certified playground inspector, develop a plan for CIP replacement of playgrounds.



Competitive Advantage

The department has several competitive advantages over the actual and perceived competitors. The first, and possibly most important, is the fact we are the incumbent, meaning we already know the work and the work rules. This includes knowing the geography, environment and operating climate. A similar advantage is the relationship staff currently enjoys with internal and external permitting agencies affecting the industry. Years of working with them has given us insight as to how to most productively engage these agencies, while their history of working with us has given us credibility with these agencies. This becomes even more pronounced during unusual occurrences, in particular disasters. Another important advantage is the ability of the department to cross-train and cross-utilize employees, which gives us an advantage over contractors who would, due to their insurance requirements or the State building codes, be precluded from engaging in activities for which they do not have a license. By having a workforce comprised of in-house generalists supported by specialist contractors, the department is in the best position to provide low cost, high quality and very timely services.

Industry

The department operates in a mature industry as a regulated monopoly, as we are the only provider of services for public assets. This requires recognition additional accountability is an expectation of the customer. This decline offers potential for the regionalization of services, indicating the department should be poised for sudden or sweeping changes that could provide opportunities and/or challenges. The department recognizes some minor internal growth potential, but much greater external growth opportunities might exist through regionalization of services or expansion of the existing market into areas such as provided paid services to non-governmental entities.

The market sector of this department has not changed since the day the department was established and should not change in the near future. The department has a defined scope of work dictated by the mandates, a defined service territory established by law, and a defined set of constraints established by the Town code and regulations.



E. PRODUCTS & SERVICES

The department provides a vast variety of products and services to all of the stakeholders of the Town. These products and services are divided into three general categories. 1) Plan, design and construct assets for the public 2) Operate, care for, maintain and renovate these assets, 3) Provide professional, consulting and labor support to all Town departments.

The department is divided into several functional divisions.

The Administration Division provides a variety of support functions for the various department divisions. This division provides leadership to the department to ensure the most cost effective methods for the maintenance, installation, repair and/or replacement of facilities and infrastructure are used, either with department resources or through the extensive use of competitively bid contracts. The division administers the departmental work process records and reports including payroll, purchase orders, and the department work order system, including complaint logging, issue tracking and report preparation. Finally the division administers the departmental operating budget, the Town-wide capital improvements program budget, and the continuing service contracts for both maintenance services and consulting services, along with agreements with Broward County for the repair, replacement and addition of street signs and traffic signals.

The Town owns 220 structures comprised of 250,000 square feet under roof. The **Facilities Division** provides for the repair and maintenance of Town facilities, structures, and ancillary systems in order to ensure sound working and recreational environments for Town employees and residents. This includes lighting, HVAC, electrical, plumbing, structural, and roofing systems along with all of the structures, fencing, playground equipment, and sports courts within the Town's public parks. In order to accomplish this amount of work the division utilizes and administers outsourced vendor contracts for air conditioning, plumbing, electrical, and roofing repairs.



The organization responsible for the Town's 209 miles of roads and 135 miles of paved recreational trails, including maintenance of the guardrails, swales, and sidewalks along with the 2,691 drainage structures and the interconnecting piping is the **Roads and Drainage Division**. This division provides for the inspection, repair and maintenance of roadways, rights-of-way and parking lots, along with the sidewalks and recreational trails, so as to maintain the Town's transportation corridors at a safe operating level. A critical component of this work involves inspecting and cleaning the secondary drainage system throughout the Town on a five-year cycle in order to lessen the effect of localized flooding. Sometimes this requires the repair or replacement of inoperable drainage structures and lines. This division also maintains the eight Town-owned lakes through aquatic weed control and lake embankment repair and stabilization.

The department's **Parks and Landscape Divisions** provide for the continued design, development, and maintenance of the landscaping, irrigation systems, and grounds amenities for all of the Town's parks, rights-of-way, equestrian trails and facility grounds. This includes over 800 acres of parks, over 130 locations within the public rights-of-way, eighty-six miles of equestrian trails, and eight Town facility sites. The scope of their services includes routine landscape mowing, trimming, pruning and cleaning, including removing, trimming or otherwise addressing any dead, dying or diseased trees and other vegetation on public property. These divisions also manage all of the Town's athletic fields in order to provide a suitable playing environment for the various sports programs. Finally the division inspects and maintains the thirty-one municipal irrigation systems on public property.

In order to accomplish the vast amount of work required to manage all of these assets with the existing complement, the department must utilize an extensive number of contractors. The department oversees all of the continuing maintenance contracts to ensure compliance with Town specifications. Typical outsourced vendor contracts include lawn maintenance, janitorial services, sidewalk repairs, guardrail repairs, roadway resurfacing, and roofing maintenance, as well as the repair and replacement of 3,684 street lamps, along with the approximately 1,000 sports lamps, utilizing contracts and agreements with utility providers, Broward County, and Town contractors. Finally this division is responsible for department fleet management.



The development, design and construction of new Town facilities are the responsibility of the **Capital Projects Division**. This division prepares, updates and executes the Capital Improvements Program for the Town. It ensures Town capital projects are completed in the most effective and efficient manner. These projects include: Facilities, Parks, Roadway and Drainage Systems, along with Pedestrian and Equestrian Ways. This work is accomplished through the selection, contracting and supervision of consultants and contractors involved in the development of Town facilities and infrastructure. In addition this division provides estimating, scheduling, permit acquisition, and construction management services for all Town departments. More specifically, the duties and responsibilities of each division are described below.

FACILITIES DIVISION

General Responsibilities:

Maintain, repair and/or replace all structural or system components in Town-owned structures

Core Functions:

Structures

Town Buildings

- Pressure cleaning buildings and walkways
- Painting interior and exterior
- Furniture moving
- Remodeling
- Wall, door and window repairs
- Roof drains, gutters and scuppers
- Minor building exterior repairs and replacements
- Doors and locks
- Janitorial services
- Trash and recycling collection
- Limited mechanical, electrical and plumbing

Gazebos and Shelters

- Pressure cleaning buildings and walkways
- Doors and locks
- Minor building exterior repairs and replacements



- Painting interior and exterior
- Trash and recycling collection
- Electrical and plumbing



Playground Systems

- Minor building exterior repairs and replacements
- Touch-up painting
- Trash and recycling collection
- Pressure cleaning structure and walkways

Bridges and Docks

- Pressure cleaning
- Structural repairs
- Staining or painting

Corrals and Fences

- Gate repairs and adjustments
- Lock repairs

Pump Houses

- Pressure cleaning doors and locks
- Minor building exterior repairs and replacements
- Painting exterior

Flag Poles and Monument Signs

- Minor repairs and replacements
- Painting
- Trash and recycling collection
- Pressure cleaning structure and walkways

Facilities Systems:

HVAC and Refrigeration

- Clean or change filters
- Clean coils on split and package systems
- Change belts, fan motors
- Troubleshoot and repair mechanical and electrical problems
- Troubleshoot and repair ice machines and water fountains

Plumbing

- Urinal, toilet and sink repairs
- Faucet shower and hose bib repairs
- Floor drains and sanitary lines



Electrical

- Interior lighting maintenance, repairs and replacements
- Some lighting repairs
- Outlet and switch maintenance and repairs
- Time clock maintenance

Miscellaneous:

- Collect, move and store surplus equipment
- Support other departments with special projects

ROADS and DRAINAGE:

RESPONSIBILITY:

Maintenance, repair and replacement of all Town-owned roadways, walkways and drainage systems

CORE FUNCTIONS:

Roadways and Parking Lots

- repair pot holes, hot patch large defects
- repair roadside drop offs
- street sweeping
- replace defective wheel stops
- painting of bull noses and curbs
- grade dirt roads

Storm drain maintenance

- inspect, clean and repair all drainage structures and pipes
- repair/replace broken concrete
- repair/replace broken or missing manhole covers and storm drain grates

Walkways

- replace hazardous defective sections
- repair pot holes in asphalt walkways
- fill drop offs

Rights-of-way services

- clear line of sight obstructions
- pick-up trash
- fill in holes



- repair, replace or install new sign posts and signs
- spray weed killer
- fence/gate repairs
- repair/replace sod around drainage structures
- repair drop-offs
- water trees/sod as needed

Services to Support Other Divisions

- Provide or coordinate maintenance of traffic operations
- Remove large rocks and branches
- Remove graffiti from bridge structures

PARKS AND LANDSCAPING:

RESPONSIBILITIES:

Maintain, repair and/or replace all landscaping and irrigation on all property maintained by the Town

Landscaping

- removal of dead trees and plants
- installing new plants
- mulching of small areas
- replacing or reseeding of dead grass areas
- fertilizing plants/shrubs
- spraying weeds in beds
- trimming hedges
- mulching

Irrigation

- replacing defective or damaged heads
- replacing defective valves and clocks
- repairing pipe breaks
- installing new systems on a limited basis

Tree maintenance

- pruning all Town trees
- fertilize trees and hedges
- removal and disposal of dead, diseased or dying trees
- trail maintenance



Athletic Fields:

- mowing and fertilizing ball fields
- treating for pests
- top dressing and over seeding
- dragging and adding clay
- prepping for games (chalking or wet paint)
- filling low spots on clay and turf areas
- edging
- spraying weeds in clay and fence lines
- building mounds
- blowing of rinks/dugouts/and batting cages
- minor sod repairs
- picking up litter and changing bags
- pressure clean dugouts and rinks as needed
- installing pitching rubbers and bases
- painting foul poles and goal posts
- Repair /replace batting cage nets, tennis and volleyball nets as needed
- Replace soccer goals/hockey goals/basketball rims and nets as needed
- minor fence and gate repairs

Routine Park Maintenance:

Garbage:

Pick up all debris and replace half full bags seven days a week

Wash out cans

Playgrounds:

Inspect all equipment monthly; fix minor problems internally, refer major repairs to Facilities Division

Rake sand/fill holes/spray weeds quarterly

Remove graffiti as needed

Pressure clean once per year or as needed

Add sand or mulch yearly

Grills:

Clean and replace as needed



Basketball courts:

Replace nets/rims/back boards as needed (monthly inspection)
Paint poles and back boards/pressure clean courts once a year
Blow off courts on each visit

Tennis courts:

Replace nets as needed, blow off courts weekly, pressure clean yearly
Inspect weekly

Racquetball courts:

Blow off court daily/pressure clean yearly/paint

Volleyball courts:

Spray weeds and replace net as needed/drag sand bi-monthly, add sand yearly

Chain link fence:

Inspect semi-yearly, repair minor problems internally, report major problems to Facilities Division

Fitness courses:

Inspect monthly add sand or mulch and spray weeds when needed

Parking lots:

Blow off weekly, replace signs when needed. Paint sign post yearly
Remove graffiti as needed

Picnic shelters:

Blow off daily/remove graffiti as needed
Reset tables and clean off as needed
Pressure clean twice a year/fix minor repairs to tables/move picnic tables

Water fountains:

Inspect interior weekly and exterior monthly, report problems to Facilities Division

Wooden park benches:

Inspected monthly, make minor repairs, remove graffiti, and report major problems to Facilities Division

Ant control:

Check and treat as needed

Miscellaneous:

- removal of rope swings
- cleaning horse troughs
- painting foul poles and goal posts
- hanging park signs
- corral maintenance



- collect trash
- treat ants
- fill in holes
- pickup fallen branches
- clear walkways, parking lots, shelters
- clean around dumpsters
- clean trucks and shops
- adjust gates and stops

The operation, care and maintenance services provided by the department are thoroughly described in five documents. These documents are briefly described below and by reference are made a part of this business plan.

Town of Davie Public Works Operating Procedures, Property Management

Volume 1, Parks – This collection of documents contains the description of the park assets managed by the department, sets the levels of service for all of these assets, and provides references to the detailed procedures used to maintain the asset along with any associated document which is essential for the purchase, operation, care or maintenance of the asset.

Town of Davie Public Works Operating Procedures, Property Management

Volume 2, Town Properties – This collection of documents contains the description of the Town-owned facility assets managed by the department, sets the levels of service for all of these assets, and provides references to the detailed procedures used to maintain the asset along with any associated document which is essential for the purchase, operation, care or maintenance of the asset.

Town of Davie Public Works Operating Procedures, Property Management

Volume 3, Rights-of-Way – This collection of documents contains the description of right-of-way assets managed by the department, sets the levels of service for all of these assets, and provides references to the detailed procedures used to maintain the asset along with any associated document which is essential for the purchase, operation, care or maintenance of the asset.



Town of Davie Public Works Operating Procedures, Property Management

Volume 4, Residential Neighborhoods – This collection of documents contains the description of the assets managed by the department in each neighborhood within the Town, sets the levels of service for all of these assets, and provides references to the detailed procedures used to maintain the asset along with any associated document which is essential for the purchase, operation, care or maintenance of the asset.

Town of Davie Operating, Care and Maintenance Procedures

These documents contain the specifications used to care for and maintain the assets that are the responsibility of the Public Works Department.

Town of Davie, Public Works Department, Capital Projects Division Project Manual

This document describes the processes and procedures used for the management and supervision of the design and development of Town property assets.

Town of Davie, Public Works Department, Capital Projects Division, Policies and Procedures Manual for Design Professionals

This document contains the information to be used by design professionals working for the Town in performing study and/or design projects for the Town.

In addition to the above procedures, the department provides a variety of professional consulting and support services, either directly or indirectly, to all of the stakeholders of the Town. The subject areas of these services include:

- Town-wide procurement reviews and selections
- Support Town departments with their special project needs
- Support Town with Emergency Management services and labor
- Preparation and updating of the Town of Davie Capital Improvements Plan
- Provide advice to all Town stakeholders
- Provide professional and consulting services to other Town departments using an extensive list of recurring contracts



Pricing

As with all government agencies, the department's customers see this as a set rate, pre-paid service. The department utilizes approximately 8% of the total operating budget of the Town of Davie, which is derived from several sources, most importantly to the customer, ad-valorem taxes and is therefore viewed as a "right" by the residents. This department does not set pricing. On the contrary, we are required to produce a variety of products and then given the total resources by which to produce the products. The role of the department, as it pertains to pricing, is to prioritize products production consistent with external mandates then set levels of service for production to attain the production quotas required to achieve as many mandates as possible. All the while, the department must try to appease as many customers as possible utilizing the same set amount of resources.

F. MANAGEMENT & ORGANIZATIONAL STRUCTURE

As the title indicates, the department is divided into two sections, Capital Projects and Public Works. The Capital Projects section is responsible for the development, design and construction of Town assets, while the Public Works section is responsible for the maintenance of those assets once they are put into operation. The department director oversees both sections, but the management of each section is quite different.

The Capital Projects section is managed on a task basis with project managers assigned to oversee and manage each project. The project managers report directly to the department director. This works well for this section, since projects are individual entities with their own budgets (Capital Improvements Program) and management plans.

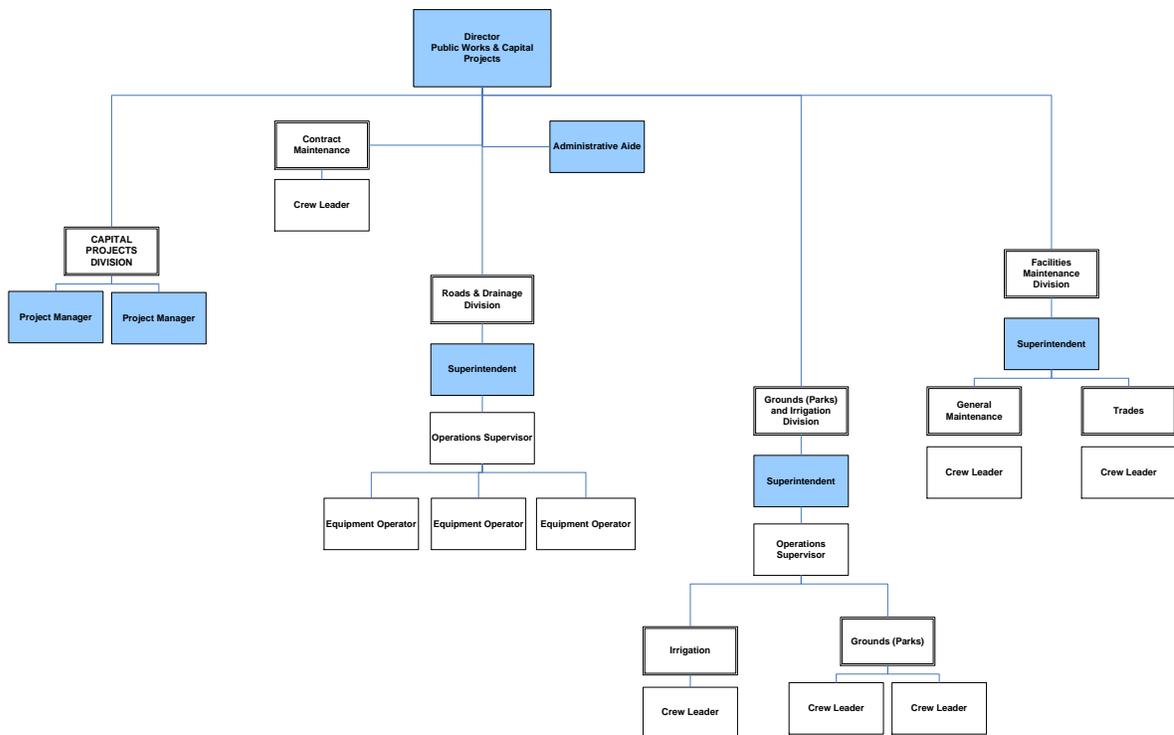
The Public Works section is divided into functional areas based on the type of asset they manage and is grouped into similar assets. For a detailed description of these areas, refer to the **Products and Services** section of this document above. The day-to-day operation of these divisions is overseen by the department's assistant public works director, while each functional division is managed by a superintendent. The management hierarchy for each division varies slightly due to the nature of their work, but in general, field operations are supervised by an operations supervisor with equipment operators or crew leaders running the field crews.



Succession Plan

In the absence of the Director, the Assistant Public Works Director would become the department head. In the event both of these positions are not available, the senior-most available project manager would assume control of the department, followed by the senior-most available superintendent.

Public Works Organizational Chart for Fiscal Year 2012



The specific job duties and responsibilities of the other department supervisors are described below.

Superintendents

- Ensures assigned division has sufficient resources to accomplish work assignments
 - Labor – set and enforce vacation thresholds
 - Equipment – ensure maintenance/PM are met
- Materials – purchases/deliveries on time
- Develops and ensures adherence to all schedules
- Ensures division compliance with all policies and procedures



- Reviews and initials all invoices and leave requests for assigned division
- Prepares training plans and schedules participation
- Leads one of the department committees (methods, safety, etc)
- Assigns duties and responsibilities for special projects to operations supervisors
- Assigns, schedules and tracks all work orders for assigned Division
- Develops maintenance plans and manages execution of plan with operations supervisor
- Holds periodic staff meetings within division
- Keep the department director informed on all issues relating to his/her division
- Assists director in development of strategic plans
- Responsible for resolution of disputes of subordinates
- Supervises contractors hired to perform maintenance in their functional area
- Assists the Capital Projects Managers to accomplish projects
- Coordinates with the Capital Project managers to ensure quality of contracted services
- Works with consultants to resolve issues in their functional area
- Prepares specifications for contractors and/or vendors
- Prepares bid documents as required in their functional area
- Works with vendors to ensure materials and equipment are received per the specifications
- Performs quality control inspections of all Division assignments as required
- Responsible for all work orders assigned to the Division

Operations Supervisor

- Coordinates the action of assigned crews through the crew leader
- Adjusts staffing levels of assigned crews to meet operational needs
- Coordinates assigned equipment to ensure the continued operation of crews and equipment
- Supervises crew leaders
- Prepares performance evaluations for all assigned crews
- Complete performance reports as assigned by superintendent
- Reviews and initials leave slips for assigned crews while ensuring crew needs are maintained
- Ensure materials are ordered and delivered on time
- Reviews and initials invoices for material and services used by assigned crews



- Acts in place of superintendent in his absence
- Coordinates maintenance schedules and develop work-a-rounds
- Investigates all incidents and accidents of assigned crews and prepares appropriate reports
- Fills in for crew leader when employees are out or as needed for large jobs
- Ensures the equipment is maintained and the work area is clean
- Prepares work orders for unscheduled work
- Prioritizes work orders and distributes to crew leaders
- Able to operate all equipment in their assigned crews
- Provide fundamental training to maintenance technicians
- Keeps the superintendent informed of any issues related to his area
- Performs quality control over work performed by assigned crews
- Enforces the chain of command
- Ensures crews are sufficiently manned for continued operation
- Operates a computer to receive and respond to emails, work orders and periodic reports
- Meets with residents to resolve problems

Crew Leader and Equipment Operator

- Assigns and directs daily work efforts as a working member of assigned crew(s)
- Instructs crew on means and methods
- Enforces safety policies throughout the department
- Enforces chain of command within assigned crew
- Prepares First Report of Injury form
- Enforces daily discipline within assigned crew
- Assists in enforcing discipline within the department through the operations supervisor
- Prepares materials request as needed
- Responsible for implementation of equipment maintenance schedules
- Keeps operation supervisor informed of operational data
- Assigns the daily work duties of crew members
- Makes field decisions and minor field adjustments as needed
- Able to process the work order field reports



- Able to prioritize work by importance
- Able to sort work by location
- Exercises leadership by example
- Acts as operations supervisor in his absence
- Keeps record file neat and up to date

G. PERSONNEL

Over the years, the department workforce has been reduced substantially. In 2005, the department complement was seventy-two total employees. Going into 2012, the complement stands at fifty-eight employees. Also since 2005, Public Works took all of the Parks & Recreation field maintenance responsibilities, and Public Works has an urban forester and two landscape inspectors, along with their job duties. In total the department will have fifty-six employees, which is sixteen less than 2005, and the department has increased its job responsibilities.

The department utilizes both unskilled and skilled labor to perform a vast variety of tasks and promotions from within supply the labor supervision. In the past staff at the semi-professional and higher levels are brought in from the outside. All labor positions in the department falling below the superintendent level are governed by a collective bargaining agreement between the Town and The Florida State Lodge, Fraternal Order of Police, Inc. The specific language of this agreement is contained in the General Employees Agreement.

The department supplements the in-house personnel through the extensive use of contractual services with various trades or professions. For instance, architects, surveyors and engineers are hired to assist the Capital Projects Division in the design and construction of facilities and parks. The parks and landscaping, roads and drainage, and facilities divisions use various contractors and specialists to support their divisions. Further details can be found in other sections of this plan.

H. BUDGET & FINANCIAL PLAN

The budget and financial plan for the department is shown in Appendix 1 Three Year Department Budget Summary. In order to understand and appreciate the information contained



in this summary the reader should be aware of the following information regarding the three year history of the department.

1. Labor costs in the department account for a \$700,000 increase over the two-year period. While it might appear the department increased its complement during this period due to the 23% increase in the Personnel Service budget, this is not the case. Rather eight employees were transferred to the department, five from Parks and Recreation and three from the Development Services Department. Although these employees were transferred to increase efficiency due to synergy, the additional productive time these employees were able to provide to the department is estimated to be between 15-20%, therefore amounting to approximately one additional employee. When viewed in light of the steep reductions in the complement during that same period, (16 employees, 22% of workforce) the increase in salary dollars for the period is not indicative of the staffing situation of the department.
2. The Public Works Department is responsible for paying for much of the Town's electrical power bills. The single largest of these bills is for the Town's street light system. The cost of electricity has sharply risen during this three year period and the department must budget for and pay these bills. This accounts for an increase in cost of \$121,000.
3. Fuel costs have also dramatically increased during the period and this is reflected in the Vehicle Usage budget line. The 2012 budget fuel is \$132,000.

For FY 2012, the department's total allotted budget decreased by \$660k, while the payroll costs increased by \$343k. These two items alone created a net loss of over \$1million to the overall operational budget.



III. DEPARTMENT GOALS/OBJECTIVES, OUTCOMES, ACTION STEPS, AND KPI

In this section, the department identifies our goals and objectives, and explains what the intended measurable outcomes are along with what steps the department intends to take to accomplish the objectives. The department’s key performance indicators will help to measure how well we are accomplishing the department objectives.

GOALS & OBJECTIVES	OUTCOME	ACTION STEPS	KEY PERFORMANCE INDICATOR (KPI)
Enhance the customer interaction experience	Respond to every resident with a courteous and positive attitude the same day the call is received - sp#1	<ol style="list-style-type: none"> 1. Whenever possible have a person answer the initial call, not an answering machine or prompt. 2. In a professional manner always explain what the Town can or cannot do to respond to the residents concern. 3. Always call the resident back to confirm that their concern has been resolved. 4. Keep accurate records of all resident contacts and completed results. 	<ol style="list-style-type: none"> 1. Reduce the number of complaints by 10% by comparing call logs to previous years. 2. Start survey program (Survey Monkey).
Increased Department Efficiency	Cross train the employees to be able to maintain a smaller staff and assure that all work is completed accurately. - sp#4	<ol style="list-style-type: none"> 1. Cross train the employees using in-house staff and other municipal agencies at no cost to the department. 2. Encourage the Project Managers to maintain better control over the contractors performing work to reduce change orders and to receive better pricing when work is bid out. 3. Provide deadlines for all work orders and follow up to assure these deadlines are met. 	<ol style="list-style-type: none"> 1. Offer quarterly training meetings for staff. 2. Inspect scheduled to ensure it is being completed properly. Reduce the number of change orders by 10%. 3. Place all Public Works Town assets on a GIS program so that they are easier to track and maintain.



<p>Safe Work Place and Environment</p>	<p>Comply with all Federal, State and local requirements and work closely with the Town of Davie's Safety committee to assure that both the residents and employees are protected from unsafe conditions - sp# 1,3,4</p>	<p>1. Provide adequate training for staff to be able to oversee and properly handle all Federal, State and local regulations such as the NPDES permits and National Flood Insurance Program Community Rating System. 2. Work with other Town departments to achieve a better rating from a 7 to a 6. 3. Increase inspections on all Public Works Town assets to ensure efficiency and budget accordingly for replacement.</p>	<p>1. Reduce flooding conditions throughout the Town by constructing 3 drainage projects. 2. Achieve a level 6 on the Community Rating System. 4. Assure that at least one Public Works employee is a member of the Town's Safety Committee.</p>
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IV. MARKETING PLAN

Background

The Public Works Department marketing plan focuses on the primary Town of Davie Stakeholders:

- Commercial enterprises
- Educational institutions
- Employees
- Residents
- Visitors

In the event the department recognizes spare capacity or contracting opportunities for the department to expand the service territory, either internal or external to the Town, a specific marketing plan targeting the subject area would need to be developed. Current marketing tools could be utilized until this plan is produced.

The Public Works customers (or stakeholders) consist of all age groups; however, the majority of feedback comes from people over 30 years of age. In general property owners take a greater interest in the department's services, presumably due to the fact they are taxpayers who have a vested interest in how the tax funds are spent.



Both genders, male and female are equally represented. The locations of the customers are distributed over thirty-six square miles. The majority of the parks and open space parcels are in the central and western parts of Town. Parks users, sports participants and equestrian users provide a significant user base for Public Works. Because of this, Public Works often receives feedback and requests from the Parks and Recreation Advisory Board and the Open Space Advisory Committee.

Town employees are also serviced by Public Works. All facility issues are the responsibility of Public Works, and therefore substantial interaction occurs with other Town employees, often during problematic or stressful situations.

The businesses in Town are distributed most heavily on State Road 7, University Drive, State Road 84, Weston Road, and eastern Stirling Road. Generally speaking this includes the far north side, the east side and the far west side of Davie along with University Drive. The businesses are mostly small to medium size.

A large portion of the Town of Davie residents have expressed the reason they moved to Davie was specifically because of its green open space, horses and rural lifestyle. This is what makes Davie very unique in Broward County. Public Works has been given the task of maintaining many of these areas and providing residents with the unique lifestyle they desire.

The department has a variety of outlets to communicate its message along with describing what services it can, and cannot provide. The following are some of the channels which will be used to communicate this information.

Davie Update – One of the easiest ways to communicate information to Town stakeholders is via the use of the Davie Update. This quarterly newsletter which is sent to Town residents can be utilized more effectively to provide information on upcoming capital projects, construction schedules, department profiles, and safety information. Being proactive with information and explaining department processes and construction/maintenance schedules might eliminate/reduce some of the complaints received by Council and the department.

Davie TV – Another method of communication available to the department is Davie TV. This in-house government TV channel can be utilized to introduce the department to the residents and



the business community. Possible promotional pieces could be an interview with the Department Director, department representative speaking on critical Town projects and discussing the merits and/or the challenges of each, or even a profile on a departmental employee critical to its success. Being proactive with information and explaining department processes and construction/maintenance schedules might eliminate/reduce some of the complaints received by Council and the department.

Internal Communication – Providing information to the Town Administration, Town Council and other departments can be accomplished using reports and memoranda. This is a simple and effective method to package promotional material.

Product

In general and with some exceptions, residents see us as having all-encompassing responsibility for just about every aspect of property issues within the Town. This expectation is reinforced on an almost daily basis as the department receives calls requesting the department to take care of issues beyond the legal or organization scope of services. From the customers' perspective, the term Public Works means we provide work to the public, for their collective or individual benefit.

It is especially paramount for the future of this department to have clear definitions of the services that can and should provide for the public. This document would be in the form of written levels of service, operating procedures and standards of work. It needs to be understood however, even with these documents in place, the residents might challenge them when the subject of “public safety” or the “good of the community” is at stake.

Features and Benefits

The key features that the department provides to the Town are essentially grouped into the three core values of the department: Professional Customer Service, Environmental Awareness, and Cost Efficiency

As explained in other areas of this plan, the department has a cost efficiency plan in place which is not only currently providing benefit to the Town by using a mix of self-performed and



contractual services but is also poised to make greater advances in this area by elevating the employee's competency to take over higher technology work, implement an automated work order program to track efficiency and developing an inventory control system to lower costs.

The term quality products mean more to the Town than just simply providing a set level of quality across the spectrum of products and services we provide. By having the years of knowledge and experience the department enjoys, we are able to consciously select the proper level of quality for each individual task in order to achieve customer satisfaction while at the same time maximize the existing budget. Outside agencies attempting to maximize profit, contractors that must pull permits or any competitor not knowing the climate and environment in which they are working will be hard pressed to equal or surpass this benefit.

Customer service goes beyond picking up the phone by the third ring, returning all calls within 24 hours or saying "have a nice day" before you hang up. The entire customer experience will be the yard stick by which this, or any other entity, is measured. The benefit of having an in-house organization is the connection the department has with the public, the rapport we build with the stakeholders and the efforts we are willing to make to ensure satisfaction.

Competition

As a monopoly, this department has no direct competition vying to take market share; instead the biggest competitor is the opinion of the customers. This opinion is molded by several factors, some concrete, others abstract. In some cases, even the concrete factors used to judge the value of the department can be shaped or altered by personal taste, bias, or circumstances.

We chose to compare ourselves to the two most probable "take over" scenarios. One would be if a neighboring community, such as Hollywood or Plantation set their sights on expanding their service territory to include the Town of Davie. The other would be if Council decided to outsource the entire department to a contractor or a consulting firm taking over the asset management of the Town.



Table 1: Competitive Analysis

Factor	Our Department	Strength	Dept. from Comparable City/Agency	Contractor	Importance to Customer (1-5, with 1 being critical)
Products	We have an intimate knowledge of specific products and their use throughout the Town	☑	At least initially the product delivery would be same as that of their municipality, this might or might not be compatible with our systems and customer preference The are few cities similar to Davie in-so-far as the assets they will be responsible for	The products would be as good as the contract written, variations due to budget could require renegotiation Contractors work for profit, low cost products will make their way into our facilities	2
Price	The department has limited control on costs. Labor contracts, purchasing constraints and energy costs affect our costs dramatically. We do have control over our effectiveness and efficiency. This is where we must overcome high bare costs. Balance of price and quality, our prices are high for low tech work while prices are low for high tech work		Presumably prices would be lower at the onset since this would be the major determinant for outsourcing. Costs could go down in some areas as the magnitude of the available work increased, but in most areas we all use the same cooperatively bid contracts for major commodities so major savings might not be attainable This is the major strength for outsourcing to a neighboring city	Presumably prices would be lower at the onset since this would be the major determinant for outsourcing. Because they would be working to a contract, unanticipated things could be an “extra” Costs could fluctuate, both up or down, with the market Contractors work for profit, a percentage of the bid price will line the pockets of the stockholders	1
Quality	This is very hit or miss for us without proper operating procedures that include quality standards		The Town would be second in all things since their own residents would always come first	Many more specialists could increase quality dramatically With no guarantee of a future, quality could vary by visibility Contractors work for profit, they will cut corners if no one is looking	2
Selection	The department is severely constrained in the area of selection. Between laws, ordinances, policies and Council		Other municipalities would face similar constraints, although their purchasing regulations and elected	This is where contractors could provide the biggest benefit by being able to utilize a variety of	4



Factor	Our Department	Strength	Dept. from Comparable City/Agency	Contractor	Importance to Customer (1-5, with 1 being critical)
	interjection, the department has very little say in the selection of the products and services used by the Town		official micro-management should be less oppressive than in this Town	products and subcontractors, often at shopped or negotiated prices	
Service	We know what particular areas require and we can revisit assignments until the customer is satisfied	<input checked="" type="checkbox"/>	It would be unreasonable to think that any city in the vicinity has the excess capacity to absorb an additional 36 square miles without a drastic drop in service, in addition many current employees would end up future employees so service should either stay static or drop	With the lack of work in the current economy, a contractor could very well come in a provide much better service to the Town Good service comes at a price	1
Reliability	This is our only responsibility and our sole allegiance, we need to start acting that way Next to stability, this is our biggest strength	<input checked="" type="checkbox"/>	Not matter how well they performed they could never be as reliable as an in-house workforce	Reliability would vary by the profits of the contract. If the contract was bringing in good money, we would get reliable service, if it weren't, reliability could suffer	2
Stability	As the existing agency, we are extremely stable We have a stable workforce (both internal and contractual), facilities, tools, equipment and fleet This is the department's biggest strength	<input checked="" type="checkbox"/>	A contractual relationship, by nature, is not a stable situation That being said, services provided by a local agency could be fairly stable	This would be the weakest reason for engaging a contractor. Besides the contractual nature of the relationship being by definition short term, the business of contracting is highly unstable	2
Expertise	We have very good safety track record We are able to strategically advance the level of our employees to meet the competitive environment		Judging from the level of expertise that we have in surrounding cities, this could be a strong benefit for outsourcing, provided that the new provider uses their best efforts to perform this contract	Contractor could provide the best solution in bringing the best level of expertise to the Town	3



Factor	Our Department	Strength	Dept. from Comparable City/Agency	Contractor	Importance to Customer (1-5, with 1 being critical)
Department Reputation	<p>We are “our” (the Town’s) employees and many residents want to be proud of their Town and therefore their Town employees</p> <p>We have a good relationship with the internal as well as external permitting agencies</p>		<p>Similar to how we currently view Sunrise Utilities in the Western parts of the Town</p>	<p>There would always be a disconnect with a contracted labor force. Our residents would feel no more connected to this workforce as they currently are to the contractors that we currently employ</p>	2
Location	<p>Most of our employees are local and are connected to the community</p> <p>We know the geography and operating climate which affords us the ability to take more risks</p>	<input checked="" type="checkbox"/>	<p>Even if they moved into our current facilities, their management would still be remote, as would their allegiance.</p>	<p>Since it is possible that a contractor take over might result in little change from the personnel perspective, many onlookers might not even know the a transition has taken place</p>	5
Appearance	<p>While on the one hand the sight of Davie Public Works trucks throughout the Town infuriates certain residents as they imagine the wasted time and money represented by our crews driving around it also is reassuring to other residents that feel that we are on the job and taking care of their committee as we drive from job to job.</p> <p>The department as a whole presents a good face to the community in part because of our new and clean fleet, good quality equipment and uniform appearance</p>		<p>At first it would appear strange to see employees of a neighboring city working in our Town, that would soon vanish and the idea would become just as natural as the appearance of City of Sunrise utility employees in communities out West.</p>	<p>There would not be a big impact by seeing contractors working in our parks and rights-of-way since a good portion of that work is already contracted out.</p>	2
Advertising	<p>This is an area in which the department is very deficient. Because we have never had to promote ourselves we do not currently have a process in place for marketing. The development of the marketing plan in this business plan will go far to start us</p>		<p>This is a big unknown since other city departments have never needed to promote themselves. Certain cities, like those accustomed to promoting themselves for commercial development would have a clear advantage in this arena.</p>	<p>Contractors should have an clear advantage in advertising since they have been in that business longer than this department and likely have marketing employees or consultants on staff</p>	3



Factor	Our Department	Strength	Dept. from Comparable City/Agency	Contractor	Importance to Customer (1-5, with 1 being critical)
	in the right direction.				
Image	<p>We are viewed by residents as government workers, depending on their paradigm, this could be good or bad</p> <p>Gauging by the comments and correspondence that we receive, the department has a respectable image with the public, including the public's elected representatives. This image is not shared by the Town's administration</p>		<p>Again, this is a big unknown. Depending on the city in question, the image of that city as a whole will likely be transferred as the image of their public works department and as with the image of our department this could be good or bad based of the individual's paradigms</p>	<p>The image of a contractor is as varied as the number of residents. No resident will defend the use of contractors if the cost is not lower and the quality is not higher simultaneously so their image is irrelevant</p>	3

In summary the department is in a sound position to compete with external entities currently and will be in better position in the near future. None the less due to the economic climate and some negative perceptions in some few but key positions, the department might soon find it necessary to justify its existence and compete with an external entity.

While the many advantages and benefits the department provides to the Town have been enumerated and described in several different areas above, there are several disadvantages the department faces going into this uncertain future.

The biggest single disadvantage the department will face while trying to compete will be the unfair bidding advantage the outside forces have. Competitors will have full access to our entire budget prior to submitting their bids. In addition the department's proposal will be confined to stating only the truth while our competitors have no such restrictions.

The next, but almost as important, disadvantage in this competition will be the fact the department has little to no control over the major costs affecting the operating budget. The labor



contract is negotiated by others and the purchasing regulations do not allow negotiated contracts for sub-contractors, equipment leasing or material purchases.

These two items alone will preclude true head-to-head competition, but when you combine this with the fact the department's past budgets have been dictated by the historical scope of work while the contracted services will be governed by whatever is identified in the bid, the department will be faced with a difficult decision. Will the department submit a bid for the identified scope of work and run the risk of underbidding the project, knowing if it is successful, the Town will invariably revert to the historical scope? Or submit the actual legitimate estimate of what the work will cost and face the chance of losing the bid? Or form a joint venture with a contractor or consulting firm and sever the relationship with the Town?

Niche

As with any marketing plan the department's marketing niche is defined by two components, the message and the audience. The message should be one exemplifying one or more of the key features and benefits of the department namely cost efficiency, quality products and customer service, while at the same time steers clear of the pitfalls described above. The target audience is that group of people most in need of hearing the department's message, in this case Town Administration, the Town Council and to a lesser degree, the individual home owner.

Promotion

The department currently employs several passive methods of providing information to stakeholders. The Town website is used extensively to provide department descriptions, guidance, instruction, updates and statistical data. In addition the Gov/QA system is used to provide an interactive means of providing specific information to, and accepting work requests from, stakeholders.

The major focus of the department's promotion plan in the near term is intended to enhance the perception our primary stakeholders have of the department. This plan is broken down into specific marketing objectives and shown in the table below.



V. OPERATIONAL PLAN:

Legal Mandates

Mandate	Source	Key Requirements	Effects on Organization/Department	Evaluation Criteria
Sweep Curbed Roads	Law (NPDES)	Requires Staff time and Cap Expense for street sweeper	Resource allocation, yearly reporting (management time for report prep)	<input checked="" type="checkbox"/> Funded <input checked="" type="checkbox"/> Still appropriate <input type="checkbox"/> Out-of-date <input type="checkbox"/> Conflicts with others
Clean a percentage of catch basins yearly	Law (NPDES)	Requires budget for contractor and Eq Op plus Cap Exp for Vacuum Truck	Resource allocation, yearly reporting (management time for report prep)	<input checked="" type="checkbox"/> Funded <input checked="" type="checkbox"/> Still appropriate <input type="checkbox"/> Out-of-date <input type="checkbox"/> Conflicts with others
Pollution prevention employee training	Law(NPDES)	140 MH	Takes away from productive work	<input type="checkbox"/> Funded <input checked="" type="checkbox"/> Still appropriate <input type="checkbox"/> Out-of-date <input type="checkbox"/> Conflicts with others
Pollution prevention resident outreach	Law (NPDES)	Work w/ PIO	minimal	<input type="checkbox"/> Funded <input checked="" type="checkbox"/> Still appropriate <input type="checkbox"/> Out-of-date <input type="checkbox"/> Conflicts with others
Workplace Safety	Law (OSHA)	Provide program and enforcement	All employees must devote some time, but benefits outweigh any commitment of resources	<input type="checkbox"/> Funded <input checked="" type="checkbox"/> Still appropriate <input type="checkbox"/> Out-of-date <input type="checkbox"/> Conflicts with others



Department Operations

Due to the different environments and varied nature of the work, each division within the department operates differently. The primary differences between the division fall into four categories: Scheduled Work versus Maintenance on Demand (MOD), Seasonal Impacts, Self-Performance versus Outsourcing and Reliance on the Capital Budget.

The work performed by this department is divided between scheduled work and maintenance on demand (MOD). A percentage of the work is scheduled and the balance is MOD. Each division has a different balance between scheduled and MOD work. Work load is dictated by several factors; primarily the seasons, and each division has a varied amount of seasonal impact. The department as a whole utilizes a mix of self-performed and contracted services to complete assignments and therefore each division's production plan will vary based upon how they address the factors above. Finally, each division has a varied amount of dependence on the Capital Improvements Program.

As a whole the department attempts to schedule as much of the workload as possible. Repetitive or recurring jobs become easier to track when they are placed on a schedule. At the same time it becomes easier to evaluate and increase performance by modifying timeframes and sequences. Some divisions find this easier to do than others. Every division has some tasks that can be predicted in advance and therefore scheduled, while other divisions find that a greater majority of their work is in problem solving and troubleshooting failures which are much more difficult to forecast. By nature MOD productivity is going to be lower than scheduled work. Therefore as previously mentioned, the department tries to do things that will lower the amount of MOD work and increase the amount of scheduled work. A very effective strategy that can be employed to reduce MOD is by performing predictive replacements. This can be employed by either replacing components of a system using operating funds or replacement of entire systems using capital funds. Examples of these types of items include air conditioners, roofs, roadway sections and illumination lamps. Each division varies in the number of opportunities to perform predictive replacements.



Seasonal impacts affect each division differently. Naturally those divisions whose work is primarily outdoors will be affected by the weather on a daily or hourly basis. At the same time, seasonal contingencies will adversely affect productivity and therefore costs. Similar to the discussion on MOD above, the department can strive to offset or reduce the seasonal impacts through planning, preparation and scheduling. Resource leveling can be achieved by shifting certain functions between seasons. Emergency response plans can reduce the duration and burden on the department. Seasonal inventory plans can reduce down time.

The self-performed vs. contracted work mix is dictated by two main factors; cost and expertise. The department cannot compete with low tech, low priced contractors. Examples of this type of work would be grounds maintenance and building janitorial work. On the other hand, we cannot afford to maintain employees with the expertise to compete with infrequent, high tech contractors such as elevator mechanics, building automation system technicians, stand-by generator mechanics and alarm system technicians. The cost to maintain the training and licenses for these personnel outweighs the markup on contracting these services. Therefore the appropriate mix should be somewhere in the middle technology work. This mix will be continually reviewed and revised as the technological experience level of the department changes. The department should be progressing to take over work on the higher technology side and giving up work on the lower technology side.

No amount of maintenance can perpetuate an asset, and eventually, all assets must be renovated or replaced. While this is not a major expenditure for landscaping items, it is a very important part of the cost of maintaining roadways. Therefore, each division has a varying degree of reliance on the capital budget to provide the necessary funding, without which the asset will fail, along with its associated level of service.

The department's market niche is defined by the area of the market in which we can be most competitive. While we still need to perform all of the work expected of us, we use a mix of in-house and outsourced services to accomplish this. What we would define as our niche would be that mix of self-performed and contracted work which provides the best cost effectiveness at an acceptable level of quality in order to satisfy the greatest number of stakeholders.



There are services the department provides which can be much cheaper to outsource. These are typically low technology, high production tasks in which the department's labor cost are too high to be competitive. Conversely, in the very high technology activities, contractors that repeatedly deal with these issues can provide a lower cost solution. Our target niche is therefore the "middle technology" work for which our labor costs and productivity compete very favorably with the outside market place.

The table below illustrates how these influence the Divisions.

Division	Facilities	Parks & Landscaping	Roads and Drainage
Seasonal Impact	<p style="text-align: center;"><u>Moderate</u></p> <p>The greatest seasonal impact to this division occurs in the summer "air-conditioning" season, when HVAC units are taxed and will tend to fail more frequently. Another impact comes from Summer squalls which cause flooding at low lying buildings, creates leaks in windows and roofs, and occasionally requires the boarding-up of Town facilities.</p>	<p style="text-align: center;"><u>Severe</u></p> <p>This division is the most influenced by the seasons. During the wet season this division will expend most of its resources just staying status quo. In addition, wind and rain will often hamper their schedules or preclude their being able to complete MOD. Schedules must take the seasonal impacts into account.</p>	<p style="text-align: center;"><u>Minor</u></p> <p>Fluctuations in the water table and flooding damage to roadways affect both the scheduled and MOD work for this division.</p>
Scheduled Work vs. Maintenance on Demand (MOD)	<p style="text-align: center;"><u>Scheduled/MOD 30/70</u></p> <p>With the exception of the janitorial work, most of this division's work comes from MOD. While some of the MOD can be anticipated, other work, like furniture moves and storm preparations are difficult to predict.</p>	<p style="text-align: center;"><u>Scheduled/MOD 85/15</u></p> <p>This division is the most schedule driven of the three. Each crew is scheduled for 100% of their time. When an MOD comes in for their area of responsibility, the crew will drop what it is doing and takes care of the MOD.</p>	<p style="text-align: center;"><u>Scheduled/MOD 20/80</u></p> <p>The only functions performed on a scheduled basis are street sweeping and drainage system inspection and cleaning. This accounts for about 2 out of 10 employees. The rest of the work is mostly reactionary to road, drainage and sidewalk failures.</p>



Division	Facilities	Parks & Landscaping	Roads and Drainage
Self-Performance vs. Contractual	<p><u>Self/Contract 85/15</u></p> <p>The contracted work for this division is either at the very low tech level (janitorial) or the very high tech level (electrical or AC work requiring building permit). The division is currently self performing most of the mid level technical work along with the MOD work that would be difficult to contract on a lump sum or unit price basis.</p>	<p><u>Self/Contract 50/50</u></p> <p>The vast majority of the contractual work is in the low tech functions such as mowing and shrub trimming. Some higher level work, weed control and large tree removal, are also contracted.</p>	<p><u>Self/Contract 95/5</u></p> <p>Other than the capital improvements work that supports this division (repaving, guardrails, and drainage construction) this division self-performs almost all of their work. This division only contracts highly specialized work (side walk grinding and root grinding in drain lines) that save the division money.</p>
Reliance on Capital Funds	<p style="text-align: center;"><u>Medium</u></p> <p>Roof and air conditioner replacements are the major items addressed through the capital budget and A/C replacements are being done in-house more</p>	<p style="text-align: center;"><u>Low</u></p> <p>This division relies little on the capital budget for the performance of their work. Only when a major renovation takes place does this division seek out capital funds and then it is usually at the urging of others.</p>	<p style="text-align: center;"><u>High</u></p> <p>This division depends on the capital budget to provide the funding for road overlays and new drainage systems along with new and replacement guardrails. This amounts to a large sum of money on a yearly basis.</p>

Quality Control

For routine recurring jobs the primary quality control is performed by division heads with occasional inspections by higher levels within the organization. Quality control is sometimes performed by the Building or Engineering Departments, usually for contracted work or those tasks requiring a permit.

Inventory Control

Procurement and inventory control for the operations group is recognized as a weak point in the departmental structure. Division superintendents are currently required to perform their own



purchasing and material management. This not only takes away from their primary responsibilities in managing the organization but also leads to waste in the form of lost or duplicated inventory.

Operations Plan- Roads and Drainage Divisions

The Roads and Drainage Division is a highly streamlined organization heavily reliant on the capital improvements program and Broward County for maintaining a great majority of their assets. Almost all of their workload is identified via complaints and they self-perform almost all of their tasks. The minor affect of seasons on their operations allow them to run the same style of operation year-round.

The division is further subdivided into three crews. One two-man crew performs all of the scheduled, routine maintenance on the drainage system. This includes the inspection and cleaning of the drainage system along with the street sweeping. The other two three-man crews perform the MOD repairs, each led by an equipment operator. These two crews are led and coordinated by a working operations supervisor and the entire division reports to a superintendent.

Labor

Because of their small size, vast responsibility and complaint-driven workload, employees in this division must be able to work in many different environments and on many different systems virtually at the same time. A typical job could entail extensive excavation, maintenance of traffic and installation of underground pipe, followed by restoration of the area including backfilling, patching asphalt and rebuilding sidewalks. Finally they might be required to installed sod and make irrigation repairs. The work is classified as skilled labor and all the employees must have considerable knowledge in safety.

Equipment

Due to the nature of their work, this division utilizes the largest and most technically complex equipment in the department. This requires not only a considerable capital commitment, but also



a considerable amount fleet maintenance funds. In addition it requires a highly technically competent staff to operate and work around the equipment.

Inventory

Most large consumables are purchased through the county cooperative, assuring low pricing and adequate specifications. Stock is ordered, stocked and dispensed by the division. This division has a small catalog and infrequent short lead purchases are made.

Projection

The plan is to continue with the size and scope of this division for the foreseeable future although the sweeping and drain cleaning activities will be re-evaluated when new equipment must be purchased to ensure cost effectiveness. Currently there is more work available for this division than they can accomplish.

Operations Plan- Facilities Division

The Facilities Division is a multi-discipline organization self-performing a heavy majority of their work which is mostly comprised of maintenance on demand. While their work is not dependant on the seasons, seasonal influences often disrupt this division's workflows due primarily to summer storms. The division has some reliance on the capital budget, although they have alternatives to tide them over during capital lean years.

The division is split into two subdivisions, general maintenance and trades. As the name implies, the trades group maintains the electrical, mechanical and plumbing systems, while the maintenance group maintains the structural components of the facilities. Both groups report to a crew leader, and the crew leaders report to the superintendent.

Labor

Employees in this division for the most part have technical training and certifications in a variety of building trades. These employees are the more experienced and technically competent in the department. Employees must be able to perform preventive maintenance as well as troubleshooting of all building systems.



Equipment

The equipment utilized by this division is more in the category of tools and instruments. Capital costs are very low for this division with the biggest expense being their vehicles.

Inventory

This division requires the largest and most active inventory in the department. In order to reduce equipment and workforce down-time the division strives to keep certain stock on hand.

Currently this stock is partially secured but uncontrolled. The superintendent is currently responsible for making material purchases but due to the variety of components required and his time limitations, only moderate attempts at getting the best prices are made.

Outsourcing

While this division self-performs 85% of the facility maintenance work, this number is consistent with the overall strategy of the department. This division performs low to mid technology work which is an area in which the department is very cost competitive. The biggest single budget line for this division is in the janitorial work which is fully outsourced.

Projection

This division must begin utilizing the capital budget to perform scheduled replacements of major building components, mainly HVAC and roofing systems. Historically, this division has not done this but rather has allowed building system to deteriorate until they eventually failed. By allowing this to occur, the cost of replacement is increased because the work is performed as an “emergency” and often collateral damage occurs to the building. The division is working on preparing replacement schedules for building systems.

Another area in which this division will be changing will be in inventory control. This is described above in the section titled Develop Inventory Control Plan.



Operations Plan- Parks and Landscape Division

Labor

Employees in this division have the greatest variation in technical competency. Many of the tasks performed in the Landscaping section requires little training or experience. Some tasks, namely tree trimming and chemical applications, require certifications. While yet some other functions, such as irrigation repairs and sports turf maintenance, demand employees with experience in these areas. Therefore, this is a division well suited for the entry level employee.

Equipment

This division has many pieces of small equipment, none of which requires an equipment operator. While the capital costs are low for each piece, because of the number of pieces, the capital replacement and maintenance costs are significant.

Inventory

This division uses mostly large quantities of a small number of items. They are located at a park facility and not with the rest of the department and have their own storage facilities. For these reasons they would not benefit greatly from a central warehouse but would derive benefit from centralized procurement. Some consideration should be given in the inventory control plan for monitoring material usage at this facility.

Outsourcing

Parts of this division might be readily outsourced for several reasons. First, the majority of the work they perform is scheduled, repetitive work that can be easily described in a text document. Also, there is considerable competition in the market place for this type of work. Finally, the type of work that can be outsourced is low technology work where we find it difficult to compete in a financial sense. For these reasons this division undergoes a yearly survey to determine if there are any outsourcing opportunities existing in the market. As of the latest survey and budget, this division has relinquished all low technology work to contractors and is only retaining work in which they are a better cost solution than outsourcing.



Projection

The department will continue to look for opportunities to provide quality service to the residents while working within a controlled minimal budget. Our main objective is to provide quick and effective responses to resident complaints and concerns while being professional and polite in how we respond to others. By continuing to educate our employees to perform their duties in an efficient manner, we can increase the performed in-house work and reduce the rising cost of outsourced contractors.

VI: APPENDICES

Appendix 1 Three Year Department Budget Summary

Appendix 2 Town of Davie Public Works Department Operating Procedures, Volume 1, Facility Descriptions

Appendix 3 Town of Davie Public Works Department Operating Procedures, Volume 2, Levels of Service, Maintenance Procedures and Associated Documents

Appendix 4 Town of Davie Public Works Department, Capital Projects Division, Policies and Procedures Manual for Design Professionals (Draft)

Appendix 5 Town of Davie Public Works Department, Capital Projects Division Project Management Guidelines (Draft)

Technology & Information Management Services Department Business Plan

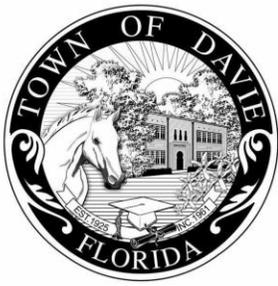
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GENERAL DEPARTMENT DESCRIPTION

The Technology & Information Management Services department (TIMS) is an internal and external services department providing modern, creative, efficient, and cost effective technology solutions and support to advance the delivery of innovative public services to the Town's departments, public, and affiliated service centers. It is the responsibility of the TIMS department to provide the necessary framework and infrastructure to support the Town's technology and telecommunications operational needs.

Mission Statement

The mission of the Technology & Information Management Services Department is to deliver quality and innovative information technology solutions to enhance efficiency, reduce paperwork, decrease costs, and streamline the flow of information to the citizens, business community, and other government agencies, as well as Town departments. We provide a secure environment for data integrity, accessibility, system availability and delivery of information resources to the employees of the Town of Davie and all its stakeholders.

Value Statement/Philosophy

Powered by Innovation, Guided by Integrity, We Empower the Town to Provide Service Excellence to the Citizens We Serve.



In keeping with the Town's Values and Strategic Priorities, the Technology & Information Management Services department subscribes to the following value statements:

Customer Service

The primary objective of the Technology & Information Management Services department is to provide excellent customer service. We have established and are constantly evaluating and enhancing Customer Service Core Values in order to strive to provide a service level that exceeds our department's expectations.

Do What's Right

We are committed to the highest standards of ethical conduct in all that we do. We believe that honesty and integrity engender trust, which is the cornerstone of our service.

Perform With Excellence

We understand the importance of our missions and the trust the Town users and departments place in us. With this in mind, we strive to excel in every aspect of our business and approach every challenge with a determination to succeed.

Respect Others

We recognize that our success as an enterprise depends on the talent, skills and expertise of our people and our ability to function as a tightly integrated team. We appreciate our diversity and believe that respect - for our users, departments, and ultimately the citizens, and all those with whom we interact - is an essential element of all positive and productive business relationships.

Information Integrity

It is the intention of the department to provide for 100% integrity of the Town's information on the network level from any loss or corruption. We strive for 100% network uptime. This is especially crucial for our Health and Public Safety departments in times of emergencies and as such we maintain and test data contingency plans to ensure survivability.



Executive Summary

The TIMS department plays a critical role in every aspect of the Town's operations. Each aspect encompasses data and information services, multi-media, cellular and telecommunication services and devices, as well as facility security access. Our department is dedicated to the maintenance, security, accessibility, integrity and availability of all Town information resources. The department provides solutions for environmental sustainability, process efficiency, cost savings and service enhancement for all Town stakeholders.

Information technology continues to permeate every area of society and the need to secure that information increases while budgetary constraints plague both private and public organizations alike. The demands for efficient provision and maximization of current and new information services and resources continue to create challenges for Information Technology (IT) professionals. The Town of Davie's TIMS department must ensure that all Town information and communication resources are secured, accessible and available for Town employees, citizens, businesses, and other government agencies. In any case, the needs of the organization as well as federal, state and local information laws are considered.

The role of the TIMS department is constantly expanding as technological advancements increasingly provide enhancements, efficiency, cost-savings and improved ways of conducting business and sharing information. In addition, the TIMS department is also responsible for ensuring the continuity of business in the event of a disaster affecting the Town's information technology and communication infrastructure, while also providing assistance with damage assessment and recovery using GIS. The TIMS department accomplishes these tasks by maintaining dual data centers in addition to backup systems (including off-site storage) and maintenance and monitoring programs. The TIMS department provides end-user training, implements, manages, supports and secures the Town's information systems including interconnected Network and Voice over Internet Protocol (VoIP) telephone systems, GIS, email, Enterprise Resource Planning services (ERPs), database and workflow client/server applications, audio and video multi-media systems as well as facility security and surveillance systems. It is the obligation of the TIMS department to work with each area of the Town, achieving their individual strategic priorities by utilizing current technological resources in the most efficient, cost effective and environmentally sustaining manner, while meeting the requirements for information security, integrity, reliability, accessibility and availability. The TIMS department strives to lead from the forward edge by researching new technology solutions beneficial to the Town's systems and processes.



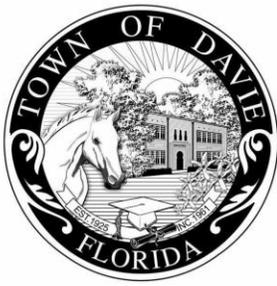
S.W.O.C Analysis – 2013

Strength	Description	Options for Preserving or Enhancing Each Strength
Team Players	The current members of the Technology & Information Management Services (TIMS) staff work very well together. Valuable information is shared between staff members which is imperative to the success of the department.	Improve moral, by providing training opportunities.
Responsive	There are 8 full time staff members, and approximately 650 computer users in the Town. This equates to 1 TIMS member to service 80 computer users. The optimal ratio is 1 to 50. Even with this unbalanced ratio, the TIMS department maintains a high level of responsiveness to the user community.	Augment the number of staff members with an additional part time and/or intern staff.
Flexible/Multiple Platforms	With limited resources and budget, the TIMS department provides support to the user community that deals with variable aspects of Information Systems, and multiple computer platforms. This translates into the TIMS staff, instead of specializing in one area, as is traditional in most organizations, being knowledgeable in a multitude of Information Systems protocols.	Provide staff technical training opportunities.



S.W.O.C Analysis – 2013 (Cont.)

Strength	Description	Options for Preserving or Enhancing Each Strength
Staff Expertise	The TIMS staff has 102 plus years of experience between actual practical experience in the industry and academics. This provides an excellent base for which to grow and expand the Town’s technology.	Increase staff training opportunities.
Efficient Use of Resources	The TIMS Department has been conditioned to get the most out of the resources available to perform its functions.	Allow staff to continue to multi-task.
Minimize Costs	Minimizing costs goes hand in hand with being flexible and utilizing resources efficiently. The TIMS department operates considerably lean. We have had to be very creative in order to keep costs down.	Allow staff to continue to save the Town money without micro management.
Employee Retention	The combined TIMS staff Town experience is over 102 years, which lends invaluable history and knowledge of the Town and its inner workings.	Improve morale and work environment to help retain employees.
Vendor Negotiations	The TIMS department prides itself in being able to get the best possible product for the best price. This comes with establishing good relationships with vendors to get facilities and services that best meet the Town’s requirements.	Allow staff to continue to save the Town money without micro management.
Continuing Self Education	Staff is motivated and eager to continue their education, both academically and technically.	Continue to provide monies and time to allow staff to improve their education.



S.W.O.C Analysis – 2013 (Cont.)

Weakness	Description	Options for Mitigating Weakness
Short- staffed	For many years, the TIMS department has had the same number of employees. As the Town’s population has grown and other departments added staff to accommodate that growth, the TIMS department staff has remained status quo. With the technological needs increasing at the Town, the TIMS staff is spread considerably thin.	Augment staffing with part time and intern positions.
Physical Security	Department location lacks security and allows the access of unauthorized personnel.	Relocate/reconfigure department.
Department Cooperation	Departments have tendencies, with regards to software procurement and installation, to deviate from the Town’s Policy.	Town Policy awareness and enforcement.
Budget Constraints	Current budget years have been lean and appear to remain for the foreseeable future.	More money needs to be allocated for Town technology requirements.



S.W.O.C Analysis – 2013 (Cont.)

Opportunities	Description	Options for Taking Advantage of Each Opportunity
Technology growth of the organization	Advancement in computer processing power and communications opens new doors for organizational growth of the Town.	The lack of IT funding limits the ability of TIMS to explore new technology to help the Town grow. Increase training and technology funding.
Employee Technological Growth	Just as the organization will grow with technological changes, employees will also benefit and grow. Information is the key. The more information employees are able to obtain, the better equipped they are to perform their duties.	Focused training both for the organization as a whole and for individuals.
Greater interaction with other Communities/Agencies	A common platform allows for more efficient exchange of information between other municipalities and/or government agencies.	More active participation in Florida Local Government Information Systems Association (FLGISA.org).
Utilization and Enhancement of Existing Software	Software traditionally is written for the masses. With a common platform, it enables the organization to take advantage of existing software and to utilize software more efficiently.	The Town should continue to purchase off the shelf software and not customize current software.



S.W.O.C Analysis – 2013 (Cont.)

E-Government	Opportunities are endless when the organization is open to the world. Communications and services are becoming easily accessible.	Explore and implement on-line bill pay.
End User Training	Delivery of training sessions for users of current technical products and services.	Increase staff to free-up resources for training development and delivery.
Employee Workspace Expansion	New technology creates a need for additional resources, which will create a need for larger and more efficient workspaces.	Allocate monies to reconfigure current TIMS work environment.
Challenges	Description	Option for Overcoming Each Challenge
Increased Employee Marketability	As employees gain experience in new technology they increase their marketability and may seek employment elsewhere.	Improve morale by providing additional training opportunities.
Virus Attack	The majority of the world uses Microsoft products, thus the likelihood of a virus infiltrating our system is increased. Although virus detection software may be installed, it only detects known viruses; new viruses can infect the Town's computer systems.	Continue to keep system and security standards updated.



S.W.O.C Analysis – 2013 (Cont.)

Hackers	Inadequate protection against the invasion of hackers makes us much more vulnerable to this type of attack.	Limit access to Town systems including wireless systems. Provide end user security training and awareness.
Budget Constraints	Current budget years have been lean and appear to remain for the foreseeable future.	More money needs to be allocated for Town technology essential requirements.
Natural/Physical Disaster	All sizes of natural and physical disasters are a threat to the Town's community and the continuity of business. TIMS must ensure that emergency and disaster preparations are solid in the event of the need for recovery efforts.	Invest in network and data redundancy and high availability efforts. Test off-site backup and restores.



Products and Services

The TIMS department is a completely internal services department that is funded through internal charge-backs to other departments based on the amount of equipment and personnel. Within the framework of our Mission Statement, the TIMS department of the Town of Davie, as a customer service based team, has the following broad responsibilities:

- Developing strategic and operational planning related to technology and its use by the Town. This is provided primarily through the preparation and development of a continuously updated five (5) year IT Strategic Plan.
- Providing an efficient and stable technology infrastructure for the Town's information and telecommunication needs. This includes the selection, acquisition, maintenance, and support of the Town's Local Area Networks (LAN) and Wide Area Networks (WAN) equipment and cabling, as well as all of the attached computers and their peripherals.
- Supplying the assorted departments of the Town with reliable, high-speed Internet access and email services.
- Delivering and maintaining a dependable telecommunication system which includes the Town's telephones and video conferencing, as well as all dial-up and VPN connections to our Network.
- Administering the Town's various IT initiatives, including preparation of Requests for Proposals (RFPs), vendor selection, acquisition, contract management, installation and infrastructure support.
- Installing and maintaining the standardized core software applications of the Town including operating Systems, network operating systems, database systems, and office suites.
- Providing applicable computer training to Town staff on all core applications.
- Assisting the various Town departments with cooperative ventures, information sharing, common program development, and other integration/interface issues.

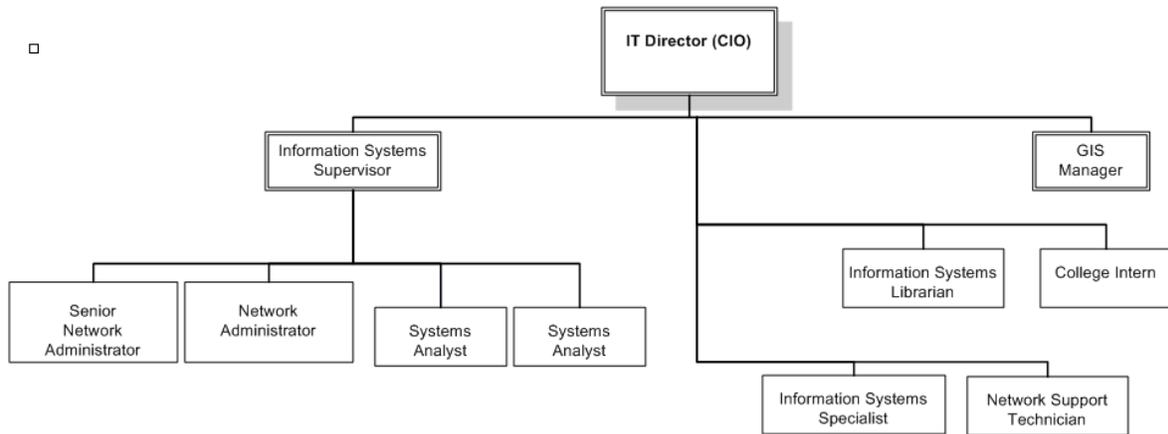


Products and Services (cont.)

- Securing the Town's information and critical data through proper establishment and administration of security policies and procedures. These involves such items as effective backup and restore procedures, disaster recovery, physical security for all IT equipment, enforced adherence to the Town's security policy, appropriate password control systems, accurately configured firewalls, correctly administered authority rights, robust and redundant virus protection systems, high-level data encryption schemes, and intrusion detection systems, etc.
- Geospatial data analysis services utilizing both web-based and desktop software for reviewing, organizing and maintaining geographical data.
- Maintaining Town audio and video presentation equipment including Davie-TV and web streaming of Town Council meetings and other events.



Management and Organizational Structure



The Town of Davie Technology & Information Management Services Department is managed on a day to day basis by the Director of the department. The current IT Director (CIO) of TIMS has over 15 years of experience in the Information Technology field to include areas of Network Management, LAN & WAN configurations, Voice Over IP Technologies, virtualization, NAS & SAN technologies, etc. The current director also holds many IT certifications including A+, Network+, CNA, CNE, MCSE, MCDBA, CCNA, and VCP as well a Bachelor's of Science Degree in Computer Information Systems.

The staff of the Technology & Information Management Services department, which consists of 10 individuals, has a combined total of over 102 years of related Information Technology experience making the department well-equipped to handle the variety of issues that are presented should the current director be unavailable. In addition, the staff is cross trained so that in the event of any unanticipated absences, functions can continue to be handled in an efficient and professional manner. Staff development is strongly encouraged and currently the majority of the staff holds at least a bachelor's degree and many are working on or have completed various certifications within the field of Information Technology.



Position Descriptions for Key Employees

IT Director (CIO) – Manages the operations of the TIMS department to include the areas of network design, long-range planning, service vision, employee supervision, and network direction.

Information Systems Supervisor – Operates as the Lead Network Engineer, supervises some employees, and fills in as the Assistant Director when needed.

Network Administrator(s) – 2 positions - Handle higher level infrastructure and design to include: Network Design & Engineering, Applications & Database Management, Backups & Disaster Recovery, Mainframe AS/400 Operations, Groupware & Collaboration Applications.

Systems Analyst(s) – 2 positions - Handle mid-level integration and support to include: Network Operations & Infrastructure, Software & Application Integration, Network & Computer Security, Systems Design & Specifications.

Information Specialist/Network Support Tech – 3.5 positions – Our “front line” of support – their duties include: Service Desk, Desktop Support, Telecommunications Support, Systems & Physical Infrastructure Support, Inventory and Compliance.

The order of Authority Succession is covered in Appendix A – Technology & Information Management Services – Emergency Operations Protocol



Personnel

The Technology & Information Management Services department is currently comprised of 9.5 full time employees. Over half of these employees are credentialed IT professionals in various fields of specialty. Though our department does not have a high turnover rate, we find new employees through careful screening processes and interview testing. The quality of our existing staff is ever-increasing due to the aggressive training program implemented by the new Director. All staff members are encouraged to seek out new training and educational opportunities and to keep all certifications current with special emphasis on Microsoft and Cisco technologies.

We have written all new polices that compliment and clarify our written procedures and schedules. In addition all job descriptions were re-written to follow the guidelines of the recent Personnel Pay and Classification Study performed by the Mercer group. We have kept those job descriptions government specific. Due to the nature of the work performed, it is unlikely contract civilian workers would be used. Also, due to the confidential nature of the information that the Network Administration team has access to, we are classified as “confidential” employees and are therefore non-union.



Budget and Financial Plan

Account	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Approved Budget	FY 2012 Approved Budget	FY 2013 Proposed Budget
SALARIES	\$544,081.00	\$533,260.00	\$606,178.00	\$609,927.07	\$704,953.00	\$699,553.00
AUTO ALLOWANCE	\$0.00	\$0.00	\$4,320.00	\$4,800.00	\$4,800.00	\$4,800.00
OVERTIME	\$0.00	\$181.00	\$0.00	\$0.00	\$0.00	\$0.00
LONGEVITY	\$10,746.00	\$5,995.00	\$2,750.00	\$2,250.00	\$2,500.00	\$2,000.00
FICA	\$40,075.00	\$40,609.00	\$50,009.00	\$46,632.00	\$54,487.00	\$54,487.00
RETIREMENT CONTRIBUTION	\$90,011.00	\$74,566.00	\$132,749.00	\$134,512.00	\$150,148.00	\$150,148.00
HEALTH INSURANCE	\$57,359.00	\$56,381.00	\$102,720.00	\$108,528.00	\$113,490.00	\$113,490.00
WORKMENS COMPENSATION	\$1,486.00	\$1,629.00	\$2,006.00	\$1,727.00	\$1,978.00	\$1,978.00
DISABILITY INSURANCE	\$2,567.00	\$412.00	\$0.00	\$0.00	\$0.00	\$0.00
PERSONAL SERVICE w/o GIS	--	--	--	--	\$927,555.00	\$922,149.00
PERSONAL SERVICE	\$746,325.00	\$713,033.00	\$900,732.00	\$908,376.07	\$1,032,356.00	\$1,024,669.00
CONTRACTUAL SERVICES	\$5,459.00	\$3,838.00	\$15,000.00	\$ 7,500.00	\$ 5,000.00	\$ 5,000.00
COMP. EXP. AND MAINT.	\$604,094.00	\$430,351.00	\$342,074.00	\$353,952.00	\$ 265,820.00	\$ 304,920.00
OFFICE EXPENSES	\$5,060.00	\$7,127.00	\$9,130.00	\$ 9,020.00	\$ 9,020.00	\$ 9,020.00
EDUCATION AND TRAINING	\$30,938.00	\$44,455.00	\$36,500.00	\$ 21,300.00	\$ 15,800.00	\$ 14,800.00
COMMUNICATIONS	\$76,034.00	\$39,745.00	\$55,385.00	\$ 38,635.00	\$ 38,635.00	\$ 38,635.00
OPERATING EXPENSE	\$721,585.00	\$525,516.00	\$458,089.00	\$430,407.00	\$ 334,275.00	\$ 372,375.00
CAPITAL OUTLAY	\$0.00	\$0.00	\$1,435,422.00	\$ 270,000.00	\$ 215,000.00	\$ 325,000.00
DEPRECIATION EXPENSE	\$211,752.00	\$217,519.00	\$0.00	\$ 199,785.00	\$ 199,785.00	\$ 199,785.00
CAPITAL RESERVE FUND	\$0.00	\$0.00	\$177,975.00	\$0.00	\$0.00	\$0.00
CAPITAL OUTLAY	\$211,752.00	\$217,519.00	\$1,613,397.00	\$469,785.00	\$414,785.00	\$524,785.00
TOTAL BUDGET	\$1,679,662.00	\$1,456,068.00	\$2,972,218.00	\$1,808,568.07	\$1,781,416.00	\$1,819,309.00
T.I.M.S. RESERVE OFFSET	\$0.00	\$0.00	(\$1,333,636.00)	(\$270,000.00)	(\$215,000.00)	(\$325,000.00)
TOTAL CHARGE BACKS	\$1,679,662.00	\$1,456,068.00	\$1,638,582.00	\$1,538,568.07	\$1,566,416.00	\$1,509,708.00

GENERAL FUND % CHANGE		-3.62%
<i>* Percent figured without GIS expenses to provide true comparison.</i>		



**DEPARTMENT GOALS, OBJECTIVES, STRATEGIC OUTCOMES
AND KEY PERFORMANCE INDICATORS**

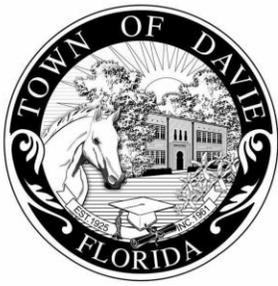
Technology and Information Management Services

Goal/Objectives:

1. Maintain an infrastructure and architecture that is reliable, adaptable, scalable and driven by changing business and technological requirements.
2. Use IT to provide cost-effective means to achieve business results and improve operating efficiency.
3. Promote an IT security program that proactively assures integrity, confidentiality and availability of information.
4. Provide enabling technologies to improve the way in which the Town of Davie accomplishes its business.
5. Provide excellent support and service for Town employees and stakeholders with proficiency and professionalism.

Strategic Outcomes:

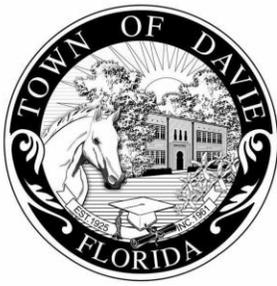
- 1a Develop and implement an investment strategy to maintain a reliable and current technical infrastructure.
- 1b Maintain operational reliability and stability.
- 1c Provide a flexible infrastructure capable of supporting the many locations of the Town offices.
- 2a Increase electronic communication internally and externally to promote a paperless environment.
- 2b Enhance enterprise use of business systems.
- 2c Manage effective systems development and investment planning and control processes.
- 2d Improve management and dissemination of timely and reliable information to all stakeholders.
- 3a Maintain a strong risk management program through a continuous cycle of assessing and mitigating potential risks.
- 3b Ensure alignment of organizational policies with the National Institute of Standards and Technology and appropriate laws, regulations and standards.



**DEPARTMENT GOALS, OBJECTIVES, STRATEGIC OUTCOMES
AND KEY PERFORMANCE INDICATORS (cont.)**

Technology and Information Management Services

- 3c Secure the Town's information and critical data through proper establishment and administration of security policies and procedures. This involves such items as:
- Effective backup and restore procedures
 - Disaster recovery
 - Physical security for all IT equipment
 - Enforced adherence to the Town's security policy
 - Appropriate password control systems
 - Accurately configured firewalls
 - Correctly administered authority rights
 - Robust and redundant virus protection systems
 - Effective and timely patch management
 - High-level data encryption schemes
 - Intrusion detection systems to safe guard against malicious attacks and unauthorized network access.
- 4a Increase ability to quickly deliver new functionality and/or systems in response to business changes.
- 4b Promote an environment where IT research and innovation activities support business strategies.
- 5a Provide the maximum level of technical support and service possible given the staff level and resources.



**DEPARTMENT GOALS, OBJECTIVES, STRATEGIC OUTCOMES
AND KEY PERFORMANCE INDICATORS**

Technology and Information Management Systems – Continued

Key Performance Indicators

	FY2012		FY2013		FY2014
	<u>Goal</u>	<u>Goal</u>	<u>Goal</u>	<u>Actual</u>	<u>Goal</u>
1a. % Network Availability (excluding planned downtime)	100%	100%	100%		100%
1b. % of Up-time during critical hours (8-5)	100%	100%	100%		100%
2a. % of physical servers virtualized for energy conservation	90%	90%	90%		90%
2b. % of Town converted to digital document management	<input type="checkbox"/>	<input type="checkbox"/>	75%		100%
2c. % of Geo Database for water and sewer completed	<input type="checkbox"/>	<input type="checkbox"/>	15%		30%
3a. Conduct end user security awareness training classes	<input type="checkbox"/>	<input type="checkbox"/>	2		3
3b. % Systems covered by anti-virus/anti-malware software	100%	100%	100%		100%
3c. % Systems with current patch levels	100%	100%	100%		100%
3d. % Spam emails blocked/detected	<input type="checkbox"/>	<input type="checkbox"/>	80%		80%



4a. # of industry specific seminars/training attended by tech staff	<input type="checkbox"/>	<input type="checkbox"/>	4	4
4b. # of department technical liaisons established for communication and continuity	<input type="checkbox"/>	<input type="checkbox"/>	6	13
5a. IT Staff to Employee ratio (Optimal=1:50)	<input type="checkbox"/>	<input type="checkbox"/>	1:50	1:50
5b. Server to System Administration ratio (Optimal= 1:20)	<input type="checkbox"/>	<input type="checkbox"/>	1:20	1:20
5c. % of Help Desk Availability during critical hours (8-5)	100%	100%	100%	100%
5d. % of submitted help desk requests resolved within 24-48 hours	<input type="checkbox"/>	<input type="checkbox"/>	90%	90%
5e. % of customers given satisfaction surveys	<input type="checkbox"/>	<input type="checkbox"/>	100%	100%
<input type="checkbox"/> - New Measure N/A - Not Applicable <input type="checkbox"/> - Discontinued				



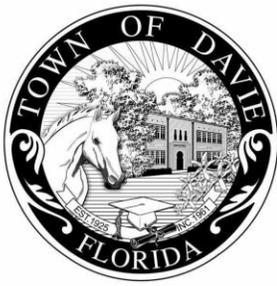
MARKETING PLAN

An important part of any business plan is a marketing strategy. In the public sector, this includes ensuring that we are conveying a professional image and excellent customer service to our internal users. The departmental marketing plan created here will serve as a component of the overall communications strategy for the Town of Davie.

The Town's Technology & Information Management Services Department provides all systems and user support for the Town's 75+ servers and multiple applications to ensure quality delivery to the Town's 650+ users. Our products and services are outlined in detail in the previous Products and Services section of this plan.

We believe that our office is generally viewed as providing an above average level of service. The TIMS staff strives to assist all of our users to their complete satisfaction. We utilize the work order feedback tool from our Helpdesk software, Track-it!, to help us track this satisfaction level as well as the responses from our "Courtesy Cards" left at each user's desk at the completion of a work order.

Even in the municipal setting, it is still necessary to benchmark our product and service levels against those of our competitors. In the municipal setting competitors can be other cities that may contract with other agencies to provide service, or it can relate to private contractors that can provide municipal services. For the purposes of performing a comparison we utilized two comparable competitors; one is a municipality and the other a private contractor. Our most comparable competitors are Hernando County, FL, and Auxis Management & Technology Solutions - a private consulting firm that once performed an operational study of the TIMS department.



MARKETING PLAN (cont.)

Competitive Analysis

Factor	Our Department	Strength	Dept. from Comparable City/Agency Hernando Cnty., FL	Contractor -Auxis Management & Technology Solutions	Importance to Customer
Products	Excellent	Yes	Excellent	Good	1
Cost	Excellent	Yes	Good	Okay	2
Quality	Very Good	Yes	Excellent	Okay	2
Selection	Excellent	Yes	Excellent	Very Good	1
Service	Very Good	Yes	Excellent	Good	1
Reliability	Excellent	Yes	Excellent	Good	1
Stability	Excellent	Yes	Excellent	Good	1
Expertise	Excellent	Yes	Excellent	Very Good	1
Department Reputation	Good	No	Excellent	Good	2
Location	Good	No	Good	Neutral	3
Appearance	Good	No	Good	Neutral	2



MARKETING PLAN (cont.)

Feedback

The Technology & Information Management Services Department does not currently have any internal competition based on the nature of our business. Although there are no external competitors, an option does exist to potentially outsource parts of the department.

Niche

The Technology & Information Management Services Department has excellent competitive advantages because we offer professional services in an appropriate and timely manner. The Technology & Information Management Services Department has extensive organizational and technical knowledge and history, crucial in understanding the day-to-day operations as well as potential on goings and issues.

Audience

Mayor/Council Town departments and employees Town residents, Business and Educational Organizations

Promotion Basket/Products & Channels

Our message is conveyed by a variety of options: reports, emails, memos, and meetings. The products that the Technology & Information Management Services Department uses to convey our message include the following:

- Continuous compliance with ITIL Standards
- FLGISA Participation
- Information Technology Governance Committee
- Training other departments

Resources

We will utilize the existing communications channels, the PIO office, and the upcoming internal Intranet site to get the information out to the users.

Branding

We will continue to comply with the Town's branding and uniformity policies.



Goal	Strategic Outcomes	Action Steps	KPI
Promote an IT security program that proactively assures integrity, confidentiality and availability of information.	Educate staff on IT security needs.	<ol style="list-style-type: none"> 1. Coordinate meeting with technology Points-of-Contact to better determine content 2. Notify staff of meeting 	Provide staff with orientation meeting relative to IT security policy by Sept 2011
Use IT to provide cost-effective means to achieve business results and improve operating efficiency.	Educate staff about Help Desk	<ol style="list-style-type: none"> 1. Craft language for dissemination 2. Get with PIO for dissemination 	Send at quarterly IT newsletters to all users.
Conduct quarterly “Ask a geek” sessions where staff can ask questions on software & hardware – regardless if for home use or business	By increasing staff usage and understanding of proper computing methods – whether that be at home or at work, the Town benefits from the productivity gains as a whole	Develop a training program fo users that includes common themes familiar to users.	Conduct quarterly “ask a geek” sessions to improve staff computing knowledge and foster camaraderie with the IT staff.

Marketing Objectives

We receive regular feedback directly from our internal customers in the form of emails and our –Courtesy Cards” left behind during work orders. A sample of the Courtesy Card is also attached as Appendix H.



OPERATIONAL PLAN

The Technology & Information Management Services department has hours of operation from 7:00AM to 6:00PM Monday through Thursday, and 7:00AM to 5:00PM on Friday. The department is located at 6591 Orange Drive, Davie, FL 33314 in Building B. Technology & Information Management Services is a service department made of 9.5 individuals handling all of the technology and information management service needs of the Town of Davie. The staff members are all located between two main offices; the main office at the Town Hall and a satellite office at the Police department. Most of the staff is located in the main area in cubicles which allows for a continuous flow of communication between most of the staff. This set up is beneficial in that it allows for informal cross-training to occur based on the office environment.

Technology & Information Management Services interacts on a daily basis with the Town Clerk's Office, the HR department, and the Finance department, as well as many other Town departments; all of which are also located within the Town Hall complex at 6591 Orange Drive, in Davie, FL or at other outlying locations.

Production

We purchase our software and hardware from third party companies based on cost/benefit. This adds for additional efficiencies since the hardware and software quality control are handled by those third party companies.

Our internal service is handled through our centralized Helpdesk. Users can phone or email their issues/questions in to the helpdesk. We are adding a web-based self-service module this fall as well.

We maintain a five-year refresh on all technology equipment. Older equipment is recycled into non mission-critical facilities and roles or sold at auction.

Legal Environment

Software licensing is managed internally by staff using our Track-It! software program. We perform weekly scans on all equipment and ensure all software is properly licensed. All maintenance agreements and contracts for services are reviewed by the Town Attorney. We are responsible for keeping in compliance with Florida Statute 119 regarding public records and exemptions to the statute.



OPERATIONAL PLAN (cont.)

Personnel

A commitment to providing service excellence to our users is critical. We strive to give the users everything they need to better perform their jobs to serve the public.

As indicated previously, the TIMS department is staffed by 9 full-time employees. Over half of these employees are credentialed IT professionals in various fields of specialty. The quality of our existing staff is ever-increasing due to the aggressive training program implemented by the new Director. All staff members are encouraged to seek out new training and educational opportunities and to keep all certifications current with special emphasis on Microsoft and Cisco technologies.

The pay structure for department employees is at the median for the industry according to the most recent pay and classification study conducted by the Mercer Group. An additional employee is desired and warranted at this time, but due to the economic conditions this is not possible. If economic conditions improve, we will request one more position.

Inventory

For faster turnaround and to allow greater employee productivity due to reduced down time, we standardize our hardware platform across the enterprise. We stock a small amount of ready PCs and laptops to deploy to a down user. We then work out the details with hardware warranty directly with the vendor, without causing any staff downtime. Individual components are stocked, but on a very limited basis. We keep less than \$10,000 worth of spare parts for user support. Infrastructure support – switches, hubs, routers, etc. – are also stocked and those amounts are far higher due to the costs of the units.

Due to our hardware standardization program we keep the inventory turnover and turnaround time extremely low.



Appendices

Appendix A - Emergency Operations Protocol

Appendix B - SETF Framework

Appendix C - Baldrige Award Summaries

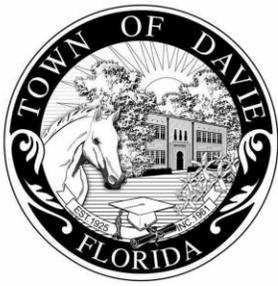
Appendix D – Help Desk Pamphlet

Appendix E – Technology Use Policy

Appendix F – Information Security Policy

Appendix G – Hardware & Software Procurement Policy

Appendix H – Help Desk Courtesy Card



TECHNOLOGY & INFORMATION MANAGEMENT SERVICES

EMERGENCY OPERATIONS PROTOCOL

1. **Purpose:** To detail policies and procedures for an emergency relocation to our alternate facility at the Town's Emergency Operations Center.
2. **Prioritized Essential Functions:** The following functions must be accomplished / capability established within 12 hours of the activation of this plan.
 - a. Critical:
 - (1) Provide Network and Communications Infrastructure
 - (2) Provide support personnel to users
 - (3) Coordinate all communications in emergency situations
 - b. Significant:
 - (1) Provide Internet Services
 - (2) Provide telephone, fax and pager services
 - (3) Maintaining Town's Emergency Information website
 - c. Important:
 - (1) Maintenance of Infrastructure
 - (2) Telephone maintenance
 - (3) PC maintenance



3. **Essential Staff:** All Technology & Information Management Services personnel are considered essential staff. A staff roster with contact information will be maintained and updated on a quarterly basis.

4. **Delegations of Authority** All Technology & Information Management Services has no Authorities that must be formally delegated.

5. **Orders of Succession:**

a. Conditions: If the Director is not available to direct operations, the following order of succession is established:

First: Information Systems Supervisor
Second: Network Administrator(s)
Third: Computer Help Desk Coordinator

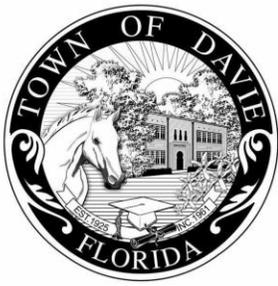
b. Method of Notification: Telephone/wireless phone will be utilized as the primary means of notification.

c. Limitations: For the performance of mission essential functions only. All other decisions will be referred to the Town Administrator.

6. **Resources at the Alternate Facility:** The following resources have been pre-positioned / are available at our alternate facility:

Office supplies
EOC Communications Manual
Cables and Connectors
Network Equipment/Devices

Critical / vital records
Tool Kits
Servers



7. **Drive-Away Kits:** Drive-Away Kits have been assembled. They contain the following items:

Director and Information Systems Supervisor

EOC Communications Manual
Laptop and Software
Personal to-go kit

Technicians

Tool Kit
Cables and Connectors
Personal to-go kit

They are stored at the homes of the Director and Operations Support Supervisor. They will be transported by these individuals in their POV. The Technician's kit is stored at the Town Hall Office location.

8. **Activation Procedures:**

a. Hours 1 - 3

Upon the decision to relocate, the Director / successor will contact the alternate facility and coordinate pre-arrival preparations.

If possible the Network Administrator will secure the primary facility to the maximum extent practical.

The Information Systems Supervisor will begin the process of contacting other essential personnel.

b. Hours 3 - 5

The Director / Successor and Technicians will report to the alternate facility and begin activation procedures.

Drive-Away Kits will be opened and supplies distributed. Pre-positioned equipment will be located and equipment tested.

Arriving personnel will be briefed and assigned to essential tasks.



c. Hours 6 - 9

Brief the Town Administrator and users if appropriate.

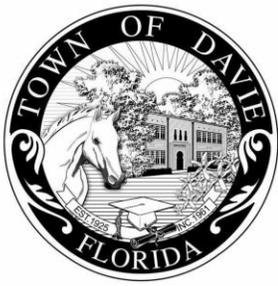
Contact with critical vendors / customers must be re-established and new contact information provided.

The Town Clerk will be advised to re-route internal and external mail delivery.

Shortfalls must be identified and assistance / mutual aid requested or given.

9. Deactivation Procedures:

- a. Dispatch the Network Administrators to inspect and test the primary facility.
- b. Establish a time table for returning to the primary facility, and identify staffing for both locations.
- c. Brief personnel on transfer of responsibility plans.
- d. After the transfer is completed deactivate the alternate facility and return all personnel and equipment to the primary facility.
- e. Advise the Town Administrator of the return.
- f. Replenish supplies and restock Drive-Away Kits and personal to-go kits.
- g. Discuss/Document problems and successes.



Service Excellence Competency Framework Roadmap

Introduction

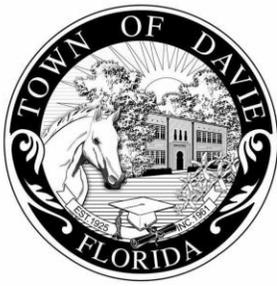
For the public sector, providing more efficient and effective service is essential to meeting the evolving needs and aspirations of citizens. To achieve service excellence, the Technology & Information Management Services Department utilizes the Service Excellence Training Framework (SETF) designed to provide guidance to public officers on the desired qualities and competencies to acquire and the appropriate training programs to attend. The SETF represents a validated, systematic and holistic approach to enhancing service capability and service improvement in the public service.

About the Competency Framework

Represented in red (refer to colored diagram above) in the center are the 4 levers of a service-driven organization: Service Leadership, People, Customer and Process.

The 4 levers	Description
Service Leadership	Represents the underlying factor that stimulates and enables service excellence to be achieved in an organization
People	Represents an organization's internal human capital which is instrumental in delivering service excellence
Customer	Represents the different stakeholders (e.g. citizens, the community, internal departments, users of the government's services like tourists)
Process	Represents the design of customer service flows and activities that ensures the sustainability of service excellence

Represented in orange, the CARE service values stand for Courtesy, Accessibility, Responsiveness and Effectiveness. T.I.M.S. employees are required to observe CARE in their interactions with the users, departments, and the public. CARE for service excellence should encompass its application in a whole-of-government manner that requires coordination between agencies and consistency of service standards.

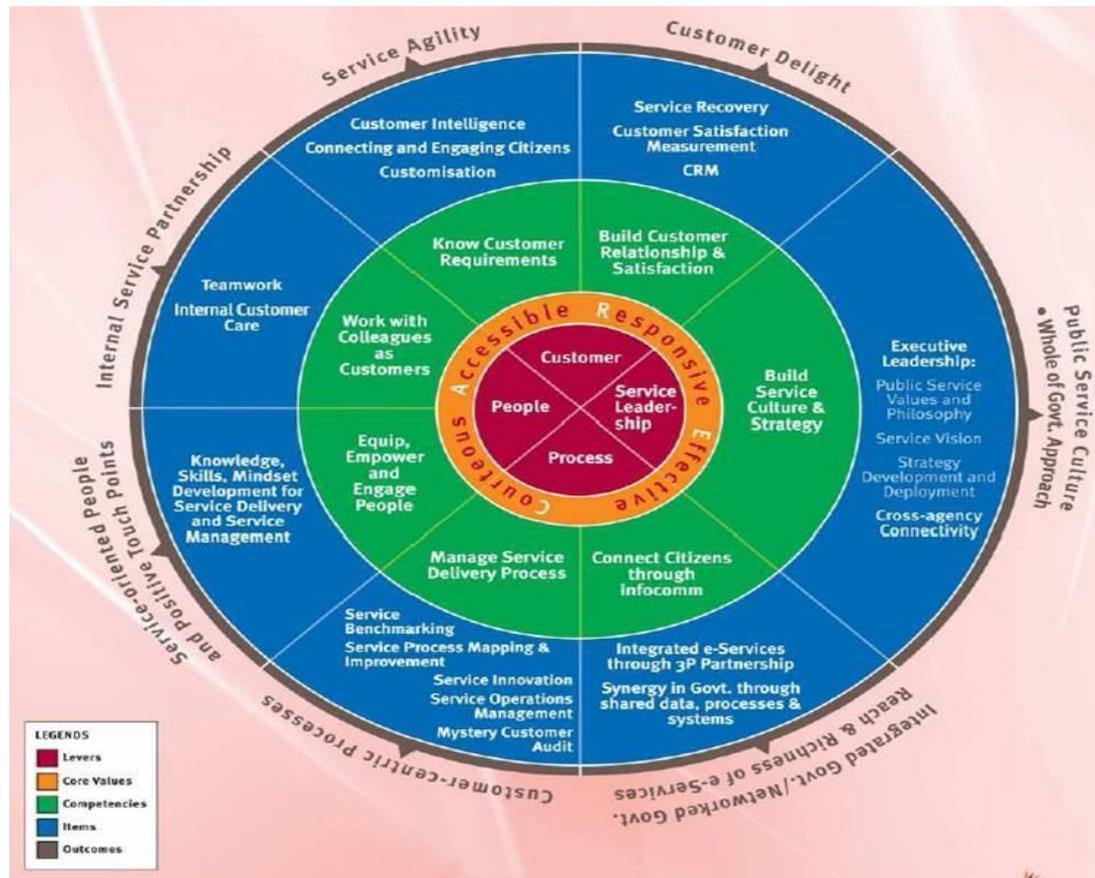


Represented in green are the 7 service competencies. Competencies are defined as the personal characteristics, behaviors, skills and knowledge demonstrated by successful performers in an organization. The 7 service competencies are:

- Competency 1 – Build service culture and strategy
- Competency 2 – Equip, empower and engage people
- Competency 3 – Work with colleagues as customers
- Competency 4 – Know customer requirements
- Competency 5 – Build customer relationship and satisfaction
- Competency 6 – Manage service delivery process
- Competency 7 – Connect citizens through web based interfaces and customer interaction

Represented in blue are the areas covered under each competency. They also serve as an indication of the related training programs that employees can attend under each competency.

* SETF format from *Civil Service College of Singapore*





Baldrige Award Submission

The Town makes data and information available to employees, suppliers, partners, collaborators, and customers using a variety of methods. Information dissemination to customers includes publications, public events, public hearings, public postings, personal contacts, DavieTV, DSW Magazine, and the Town's web site. Customers also receive data and information when they interact with the Town in the delivery of Town services. The traditional venues for these interactions are at the customer's home or business, or at a Town facility. However, the Internet continues to grow as a communications tool that allows customers to interact with the Town at their convenience, via the Town's web site. Currently, a customer can use the Internet to submit various types of forms, place and track citizen complaints, apply for a job, inquire about recreation programs, and watch DavieTV streaming video. The Town's web site currently has hundreds of pages of information. Suppliers can use the Town's web site to complete a vendor application form, or to review products and services the Town is currently soliciting. Suppliers also receive data and information when they participate in the Town's procurement process. Information becomes available to employees in numerous ways, such as departmental staff meetings, brochures, policies, employee newsletters, and a host of other methods.

The Town's Technology & Information Management Systems (TIMS) Department utilizes an Information Technology Service Management (ITSM) model to ensure that hardware and software assets meet customer and organizational requirements relative to reliability, security, and usability. At the core of the ITSM model are integrated sets of best practices related to core processes of an enterprise IT function. Examples of pertinent best practice sets include availability management, problem/incident management, demand request management, service desk, and service level management. The standards increase reliability because they set expectations for cycle time on different types of activity and create the schematic for properly provisioning IT staff resources. For instance, a minor problem affecting one person has a 24-hour turn around service standard; a major problem affecting scores of employees will be addressed immediately. Reliability has continuously improved because any incident in which a service standard is not met is subject to the weekly TIMS performance review process; opportunities to eliminate or reduce the impact of interruptions in production services are identified and added to the TIMS work program, utilizing the Trackit software program. Typically these improvements are deployed as enhancements to network management alerting capabilities; system availability checks; production service events; process flows; spare equipment inventory; and redundancy of



infrastructure, applications, and services. Additions to the existing IT infrastructure are governed by the Hardware & Software Procurement Policy, attached.

Access security is addressed by requiring proper authentication at two levels—network and application. Access is provided to production applications and services only when proper authorizations are received, and typically require various levels of approval. Maintaining proper access is a growing challenge now that remote access via public networks has become a requirement. The Town supports remote access in a variety of ways, but enforces a common entry point when public networks are being used. Numerous methods and tools are employed to preserve network integrity at this entry point. Examples of these methods include firewalls, multiple types of dynamic antivirus software, spam filters, obscenity filters, spyware, DMZ network segmentation, URL inclusion/exclusion, virtual private networks, secured socket layer, vulnerability scanning, and management reporting.

The Town strives to ensure availability of data, information, and systems during and in the aftermath of emergencies as part of Town-wide emergency management plan. TIMS has primary responsibility for maintaining the availability of all production systems and protecting data assets in normal operating and emergency conditions. Given the Town's location, hurricanes are the most obvious emergency threat—typically the Town's Emergency Operations Center is activated several times a year.

Critical parts of the TIMS plan include:

- Primary and secondary data centers in different locations;
- Multiple sources of power at each data center; UPS capability to bridge power source transitions at each data center;
- Redundancy of HVAC systems in each data center;
- Redundancy of high speed WAN connections between data centers, capable of intelligent routing;
- Multiple PRI connections for VOIP voice services at locations that are staffed during emergencies;
- Redundancy of VOIP systems between locations, capable of routing calls to the other location;
- Redundancy of the Computer Aided Dispatch application at the Police Department data center;
- Redundancy of AS/400 computing platform (home to 30+ business applications) at each location; this is being phased out in favor of a virtualized SQL application environment this year.
- Up-to-the-second data replication of AS/400 hosted data between data centers;
- Up-to-the-second replication of file server data between data centers;



- Servers at recovery data center to recreate server based applications and services; and availability of the most recent backups at both data centers with full replication.

Other aspects of emergency management that maintain and improve the Town's readiness in emergency situations include annual updates to the TIMS plans, emergency exercises, and after-action analysis of performance to real emergencies and emergency exercises. The Town ensures that its information technology assets (data, hardware, and software) evolve to meet changing business needs and directions through the use of the ITSM model. The model identifies the Town's current needs and directions and incorporates the strategies, tactics and elements that comprise current industry trends and changing service delivery requirements.

Additionally, the Information Technology Governance Committee ensures IT is aligned to embody elements of the Town's Strategic Plan, Business Plan, and Capital Improvement Plan. The major deliverable of the ITG is a development work program, aligned with Town priorities, which identifies projects to be worked on in the upcoming year. Within the work program are specific projects that fall under elements of the ITG. Projects are aligned with new or changing business needs or direction because of their linkage to the Town Strategic Planning process. Factors that determine the usability of IT assets include functional obsolescence, technical obsolescence, and intuitiveness (ease of use). Technical obsolescence primarily relates to IT infrastructure assets, while functional obsolescence and ease of use primarily relate to the use of these business applications and services. During the annual business planning process, TIMS reviews the Town's infrastructure assets and incorporates into its capital budget and its development work program projects aimed at replacing and/or upgrading IT infrastructure assets needed to maintain the current levels of service.

Monitoring the functional obsolescence of existing business applications and services is a continuing process intended to identify functional gaps—difference between process requirements and system capabilities—and remedy them as early as possible. Depending on scope of effort, remedies might be incorporated in the current year's work program. As part of the annual business planning process, emerging industry trends and existing applications and services are reviewed to determine if alternative solutions or enhancements to existing solutions are available. Selected solutions are included in the Town's capital budget, the TIMS development work program, and possibly an initiative in the Business Plan.



How do you ensure the accuracy, integrity and reliability, timeliness, and security and confidentiality of data, information, and knowledge?

The Town ensures the integrity, reliability, accuracy, timeliness, security, and confidentiality of data, information, and knowledge through a well-planned process based on State guidelines for public information access. As a municipality, the Town must comply with the State's public records statutes relating to records retention and information disclosure. The Town Clerk's Office assumes overall responsibility for ensuring that records requests from external sources are handled accurately, timely and in accordance with the confidentiality provisions of the state statutes. Similar to the Town Clerk's role, TIMS assumes overall responsibility for managing data used and stored in information-based systems.

As the primary source of event data, transaction-based business applications are key determinants of data integrity and accuracy. Because of the high degree of integration among these applications, updates are immediate, data redundancy is minimized, and data consistency is maximized. These factors, combined with extensive data validation rules applied to new data, provide the framework for achieving a high degree of data integrity and accuracy in real time. Another factor impacting integrity and accuracy is data security, designating business units as primary custodians for specific subsets of data, on a need-to-know basis, creates ownership, promotes confidentiality, and increases accuracy. These protocols are outlined in the Technology Use Policy and Information Security Policy; both of which are attached.

Business application security is reviewed internally, in whole or in part on an annual basis, and is subject to review by external auditors. Another aspect of security relates to physical access. Because the Town's production computing environments are located in public buildings, pedestrian traffic is limited by at least two levels of access control. The Town's Business Continuity Plan provides for system redundancy and multiple back-up sources to protect against interruptions due to natural and man-made disasters.

How do you ensure the continued availability of data and information and hardware and software systems in the event of an emergency?

The Town of Davie ensures the continued availability of data, information, hardware and software systems in the event of an emergency by employing multiple, overlapping technologies.



These technologies involve the virtualized server infrastructure, iSCSI Storage Area Network (SAN) redundancy, backup & recovery technology, and voice telecommunications redundancy.

We have recently moved to a Virtualized server infrastructure on the VMWare platform. VMWare offers High Availability, VMotion, and Disaster Recovery as well as consolidation benefits. A key enabling component of the dynamic, automated, and self-optimizing data center, VMotion enables the live migration of running virtual machines from one physical server to another with zero downtime, continuous service availability, and complete transaction integrity. Live migration of virtual machines enables the Town to perform hardware maintenance without scheduling downtime and disrupting business operations. VMotion also allows virtual machines to be continuously and automatically optimized within resource pools for maximum hardware utilization, flexibility, and availability. VMotion can occur within the datacenter or between them.

By implementing iSCSI SAN technology the Town gained greater control and flexibility of data redundancy, snapshot technology and immediate restore capability, and flexible back-end storage capacity. Creating storage-based snapshots with the SAN storage array provides reliable, non-disruptive backup. With the automated iSCSI SAN solution, we have the ability to backup from a central storage pool, easing the operational burden of both backup and restore while enabling business continuity for users. Many applications are brought offline or into a significantly degraded state during backup. In contrast, snapshots are created quickly and efficiently. This reduces application disruption to minutes and enables improved service levels even during backup. We leveraged our existing IP-based LAN and WAN networking assets and competencies without requiring any add-on software or costly staff training by utilizing iSCSI SAN technology. The technology provides point-in-time periodic replication to multiple remote sites. We have two of these, one in each of our data centers that replicate to each other. In the event one site goes down, the other is instantly ready to allow for 24X7 business operations, complete business continuity and disaster recovery environment to ensure that our IT operations are completely protected against natural and unnatural disasters and outages.

We employ fifth generation data protection model that assures 24 x 7 uninterrupted business continuity for the Town's organization's mission-critical applications in all information-related disaster scenarios. This model protects your data at all levels, from a lost file to an organization-



wide crisis. At the same time the model ensures the capability to meet almost all service level agreements (SLAs) with respect to recovery time objective (RTO) and recovery point objective

(RPO) expectations. Critical Town applications such as Microsoft Exchange and Microsoft SQL Server are protected with a combination of Disk-to-Disk-to-Tape technology, data de-duplication, and Bare Metal Restore capabilities. This safeguards the mission critical data, business continuity, and disaster recovery without loss of transaction processing.

The Town maintains redundant WAN connectivity between the two datacenters via a SONET ring. SONET rings, known as "self-healing rings," use two or more transmission paths between network nodes, which are typically digital cross-connects (DCSs) or add/drop multiplexers (ADMs). If there is a break in one line, the other may still be available, providing the second is not in close proximity to the first and also damaged. In our case, different physical routes are used for the two lines. In addition the Town has dual PRI Voice channels at both locations. In the event of a PRI failure at one location, the system is capable of routing the voice traffic to the other center via the SONET ring.

Our wireless services are split between two carriers, allowing for greater survivability. Our Police data center is served by a Verizon nailed-up VPN to the patrol units. At the Town Hall side, we employ the use of Sprint Mifi's for wireless data connectivity. Or voice services utilize a mix of offerings from Sprint with the Public Safety divisions utilizing a hybrid CDMA/iDen device. The device is capable of operating on the CDMA networks, iDen networks, and reverting to "walkie-talkie" mode in the event of complete carrier tower failure.

Sprint/Nextel also gives the Public Safety division Wireless Priority Service (WPS), which provides authorized users priority cellular service during times of emergency, dramatically improving cellular call completion rates at times when high call volumes may have an adverse effect on network performance. In the event of an emergency, Town Public Safety personnel's calls are moved to the front of the call queue during times of network congestion greatly increasing their chances of call completion.

This overlap of state of various art technologies helps to ensure the survivability of the mission-critical data within the organization.



Help Desk Pamphlet – As seen in the HR newsletter

Below are 10 simple ways you can help us help the organization.

- 1. Think before you click:** Be cautious of clicking on links in suspicious emails or other messages that look as if they did not come from the intended sender.
- 2. Don't click to bank:** Never click on links in unsolicited emails from online financial institutions, such as your bank or PayPal™. Real financial organizations will never ask you to confirm your password this way.
- 3. When in doubt, throw it out:** Exercise caution when opening attachments in email, as they can launch viruses. If you are unsure about the source, delete it. If you think it's something you might need, contact the help desk before opening it.
- 4. Contact us before downloading any software to your computer!**
- 5. Reboot before you hoot:** If your computer is frozen or slow, try rebooting it before you contact the help desk.
- 6. Take control of your inbox:** Archive old emails and empty your deleted items folder on a regular basis, particularly for very large emails.
- 7. Let anti-virus software do its thing:** When you ignore reminders or cancel virus scans, you open the door for harmful computer viruses that can spread throughout the company. New viruses are created all the time.
- 8. Back 'em up to avoid getting burned:** Stuff happens. Make sure your important files are backed up to a DVD, thumb drive, or USB drive.
- 9. Help yourself:** We've made it easy for you to quickly resolve many common issues yourself! Visit <http://ti-th-01/tiweb8> and click "Sign in as an end user and use your Windows login" to view FAQs, or <http://ti-th-01/tiweb8> to do things like "reset your password", "update contact information" and more.
- 10. Use the tool:** We're always here to help you, and we appreciate it when you use our online form: <http://ti-th-01/tiweb8>, login, and choose "Add Work Order" Or, if it is easier, send an email to help_desk@davie-fl.gov. This helps us track and manage all issues, so we can give you our best support. The more details you can provide, the better!

We appreciate your help!
Your T.I.M.S. Department



TOWN OF DAVIE

Davie Town Hall: 6591 Orange Drive, Davie, Florida 33314 Phone: (954) 797-1000

Technology Use Policy

Prepared by:



Tina Tysinger, Director
Technology & Information Management Services

Policy Statement:

This policy applies to all Internet access, electronic communications software and computer equipment attached to or used on the Town of Davie network system and applies to all Town of Davie owned software and hardware regardless of location or connectivity. The policy applies to all individuals using the Town of Davie network system whether or not they are employees of the Town of Davie. The intent of this policy is to permit maximum freedom of use consistent with federal and state law, Town of Davie policy, and a productive working environment.

Use of Town of Davie computers and communication devices must comply with federal law, Florida law, and Town of Davie policies. Therefore, Town of Davie computers and communication devices may not be used for commercial, profit-making, or political purposes, or to disseminate unsolicited information regarding religious or political beliefs. With the rapidly changing nature of electronic media developing among users of external on-line services and the Internet, this policy cannot provide guidelines for every possible situation. Instead, it expresses the Town's philosophy and sets forth general principles for the use of Internet service and e-mail by all Town departments.

Employees are responsible for complying with this policy. In order to ensure that employees are aware of the provisions of this policy, they will be required to acknowledge acceptance of it before being allowed access to Town of Davie's electronic communications equipment. Department heads are responsible for monitoring employee use and taking corrective and/or disciplinary action against employees in violation of this policy.

This policy shall apply to all users, employees, affiliates, contractors, and individuals using any Town owned technology device or connecting to the Town of Davie's network, either internally or externally via a Virtual Private Network (VPN).



Procedure:

A. APPLICABLE LAWS

1. Federal Copyright Law: Many intellectual works are copyrighted. The owner of a copyright holds the exclusive right to reproduce and distribute the work. Most computer programs and manuals are copyrighted, and care must be taken to comply with copyright laws.
2. State and Federal Trade Secret Laws: Many intellectual works are protected under trade secret laws. Owners consider some programs and many manuals “trade secrets”. There are civil and criminal penalties associated with disclosing this information to anyone not authorized to use the material. Unless authorized in writing by the owner of the trade secret, you should not disclose any material that contains trade secret declarations to anyone outside Town government.
3. Software License Agreements: Most computer software is licensed to a specific user or a group of specific users. The license agreement is very specific as to the rights that the user has to operate the program and make additional copies of the program. There are civil and criminal penalties associated with breaking a license agreement.

B. COMPUTER SOFTWARE

1. The Town of Davie provides computers to its employees with software pre-installed. The Town encourages employees to use this technology to enhance their efficiency and effectiveness in providing services to the citizens of the Town of Davie. Since the Town uses a fully integrated network system, any change to a single computer can affect the rest of the Town of Davie network; because of this and due to our limited resources, the following procedures are mandatory:
 - a. All software on any computer attached to the Town of Davie network or any other computer owned by Town of Davie must be installed or uninstalled by Technology & Information Management Services or



individual departmental representatives approved by Technology & Information Management Services.

- b. All software must be configured and/or updated by Technology & Information Management Services personnel or individual departmental representatives approved by Technology & Information Management Services.
- c. The Town of Davie will not permit the use of unauthorized copies of software on Town computers. Any person illegally reproducing software can be subject to civil and criminal penalties including fines and imprisonment. The Town does not condone illegal copying of software under any circumstances and anyone who knowingly makes, uses, or otherwise acquires unauthorized software shall be appropriately disciplined.
- d. No Town employee shall give Town software to anyone unless the employee has both license agreements that provide for such distribution and the prior approval of Technology & Information Management Services.
- e. Any employee who suspects that there may be a misuse of software within the Town shall notify their supervisor, department head, or Town Administration whichever is most appropriate in the usual chain of command.
- f. All software used by the Town on Town computers will be purchased by the Town using approved purchasing procedures.

C. EMPLOYEE RESPONSIBILITIES

1. Internet service and e-mail are provided to Town of Davie employees for conducting Town of Davie business. Every elected official, department head, supported affiliate and employee has the responsibility of maintaining and enhancing the Town's public image and to use Town e-mail and the Internet in a productive, professional manner.



2. Town of Davie realizes that e-mail can be an efficient means of communication, similar to the telephone. Therefore, the Town may allow for the occasional use of e-mail for personal communications. However, this practice shall be limited and shall not interfere with work responsibilities or other town business. To ensure that all employees are responsible, the following e-mail and Internet guidelines are established. Any improper use of the Internet or e-mail is not acceptable and will not be permitted.

A. The Town of Davie realizes that the Internet can be a valuable source of information that increases the productivity of Town employees. At the department head's discretion, employees may also be permitted to use the Internet service for incidental personal matters.

B. Employees on the Town's Internet service and e-mail may not transmit copyrighted materials. All users obtaining access to other companies or individuals materials must respect all copyrights and may not copy, retrieve, modify or forward copyrighted materials, except with express, written permission, or as a single copy for reference purposes only.

C. Users of the Town Internet service and e-mail should conduct themselves in a professional manner. Access to the Town Internet service and e-mail is a privilege, not a right, which may be revoked for inappropriate conduct. It is the responsibility of every user to report any known misuse of the Internet or e-mail to his/her immediate supervisor, department head or Town Administration, as is appropriate following the chain of command.

D. OWNERSHIP

1. All messages or files created, sent, retrieved or downloaded over the Town's e-mail/Internet system are the property of the Town. With the exception of information made confidential by Florida Statute, the Town reserves the right to access and monitor all messages and files on the Town's e-mail/Internet system. Do not assume electronic communications are totally private. Do not transmit highly confidential data using this medium. Also, deleted e-mails and a history of



accessed web sites can be retrieved. All electronic communications systems and all information transmitted by, received from, or stored in these systems are the property of Town of Davie. Town employees and other users of the Town's electronic communications systems should have no expectation of privacy or any personal privacy right in connection with the use of these systems, or with the transmission, receipt, or storage of information in these systems.

E. MONITORING

1. Department heads have the authority to request Technology & Information Management Services to inspect the contents of any equipment, files, calendars, or electronic mail of their subordinates in the normal course of their managerial responsibilities. Reasons for review include, but are not limited to, system hardware or software problems, general system failure, regular system maintenance, a lawsuit against Town of Davie, suspicion of a crime or violation of policy, review of employee work, a need to perform work, or to provide a service. Such review will occur only based upon a request from a department head or the Town Administrator as appropriate.

F. PUBLIC RECORDS

1. Release of electronic records pursuant to a request for public information is governed by Chapter 286, Florida Statutes. Should you have a question about a particular request received in your department, contact the Town Clerk's Office as soon as possible.

G. ACCEPTABLE USES

1. All communications sent electronically by employees via Town of Davie's Internet service and e-mail must comply with this and other Town policies and may not disclose any confidential or proprietary Town information.
2. The following is a non-exhaustive list of acceptable uses of the Internet and email:



- a. Communication and information exchange directly related to the duties or responsibilities of the user's department.
- b. Communication for professional development, to obtain continuing education or training, or to discuss issues related to the user's public duties or responsibilities.
- c. Announcement of new departmental regulations, procedures, policies, rules, services, programs, or activities.
- d. At the department head's discretion, employees are permitted to use the Internet service and e-mail for incidental personal matters.

H. UNACCEPTABLE USES

1. The following is a non-exhaustive list of uses of the Internet and e-mail that shall be deemed unacceptable unless the use was made by or at the specific request of a department director for a legitimate work purpose:
 - a. Town Internet service and e-mail must not be used for knowingly transmitting, retrieving, or storing any communications that contain:
 1. Discriminatory or harassing language.
 2. Obscene, pornographic or x-rated material.
 3. Defamatory, abusive, threatening, profane, or offensive language.
 4. Chain letters and other non-business-oriented mass e-mails.
 5. Derogatory or inflammatory remarks about an individual's race, age, disability, religion, national origin, or physical attributes.
 6. Racial and/or sexual slurs or jokes.
 7. Material related to gambling.
 8. Any material which is illegal or against Town policy.



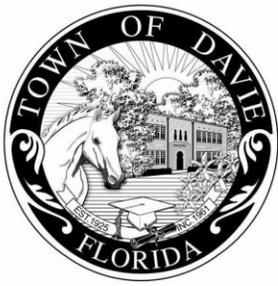
- b. Attempting to read or hack into other systems or other person's log-ins, or crack passwords, or breach computer or network security measure.
- c. Developing programs designed to harass other users or infiltrate a computer or computer network or to damage or alter hardware or software.
- d. Using your computer or network services in a manner that is likely to cause network congestion or significantly hamper the ability of others to access and use the services or equipment.
- e. Intentionally seeking access to or copies of information, files, or data that is confidential under federal, state, or local law, unless specifically authorized to do so once the legal conditions for release are satisfied.
- f. Attaching private/personal equipment and/or use private/personal services for the express purpose of circumventing this policy.
- g. Participating in the development, propagation, or forwarding of computer viruses.
- h. Allowing or providing access for unauthorized personnel to use the Town's network system including Internet service and e-mail.
- i. Identity Masking: No e-mail or other electronic communication may be sent which:
 - 1. Attempts to hide the identity of the sender or represents the sender as someone else.
 - 2. Adopts the identity of another person.
 - 3. Uses another person's password.
 - 4. Misrepresents the user's affiliation with Town of Davie.
- j. Business Use: Except as specifically authorized above, all use of Town of Davie's Internet service and e-mail must be for the benefit of Town of Davie and must not be used:



1. For any personal profit or gain.
 2. For purposes not directly or indirectly related to the job duties or responsibilities of the user before, after, or during normal business hours.
 3. For any non-Town commercial or promotional purpose, including personal messages offering to buy or sell goods or services.
 4. To sell or distribute Town of Davie information, software, or services for personal gain or profit.
 5. In such a way that causes Town of Davie to be charged a fee by another person or entity.
- k. Restricted Information: Town of Davie's Internet service and e-mail must not be used:
1. To copy, retrieve, or forward copyrighted material (such as software, database files, documentation, articles, graphics files, and downloaded information) unless the individual has the right to copy or distribute such material.
 2. To communicate any material regarding confidential information from a person's personnel file, medical record, or information regarding a person's health condition, financial status, or a person's home address, telephone number, or social security number, unless expressly authorized to do so.

I. VIOLATIONS

1. Violation of this policy can lead to internal disciplinary action, up to and including termination of employment. In addition, criminal or civil administrative penalties may be imposed.
2. In the event that Town of Davie incurs a cost due to an employee's negligence or misuse, the employee will be responsible for reimbursement of that cost.



3. There are a number of state and federal laws regarding computer crimes. Certain violations may result in a person being charged with a criminal offense.



TOWN OF DAVIE

Davie Town Hall: 6591 Orange Drive, Davie, Florida 33314 Phone: (954) 797-1000

Information Security Policy

Prepared by:

Tina Tysinger, Director
Technology & Information Management Systems



Introduction:

Information resources, including data, applications, systems, hardware, networks, and software, are valuable assets. These assets are at risk from potential threats such as employee error or other accidents, long-term system failures, natural disasters, and criminal or malicious action. Such events could result in damage to or loss of information resources, loss of data accuracy or integrity, or interruption of business.

Information security guidelines address the reduction of risks to electronic information resources through adoption of preventive measures, procedures and controls designed to detect any errors or irregularities that occur.

In terms of general good practice, institutions must be able to rely on the three key aspects of information security:

- Availability (knowing that the information can always be accessed)
- Integrity (knowing that the information is accurate and up-to-date and has not been deliberately or inadvertently modified from a previously approved version)
- Confidentiality (knowing that sensitive information can be accessed only by those authorized to do so)

Security Categories

This policy applies to the following categories of security:

- Computer system and applications security: Central file and application servers, peripherals, operating systems and data.
- Network security: Communications equipment, local and wide area network integrity and data and voice lines
- Procedural security: Established and documented security processes for information technology staff, management, individual users and outside consultants or vendors.

The various policy elements are listed below:

Article 1: Computer Hardware and Software

The acquisition and use of computer, networking hardware and software must be in conformance with the Town of Davie's —Hardware and Software Procurement Policy”.



All computer equipment, hardware and software must be physically secure. All Town of Davie locations have plans and procedures for data centers and shared computing environments that insure, where appropriate:

- a) Protection against natural/accidental disasters. For example:
 - i) Fire prevention, detection, suppression and warning.
 - ii) Water detection and warning.
 - iii) HVAC malfunction warning.
 - iv) Electrical power monitoring and warning.
 - v) Environmental contamination (food, drink, etc.).

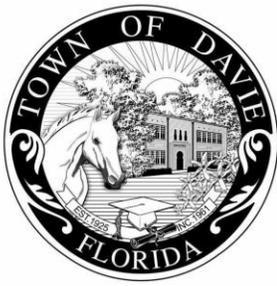
- b) Protection against intentional disasters. For example:
 - i) Employee facility access control.
 - ii) Operating system software access control.
 - iii) Management controls and procedures.
 - iv) Security procedures.
 - v) Emergency procedures.
 - vi) Reporting computer equipment thefts and breaches of security.
 - vii) Disaster recovery planning (computers, networks, and data).

- c) User controls and procedures:
 - i) Computer access control.
 - ii) Computer logon/logoff control.
 - iii) Password security

Article 2: Physical Locations

Technology assets are housed in an appropriately secure physical location with restricted access. The information technology assets include file and database servers, application servers, network equipment for local and wide area networks, firewalls, web servers and intrusion detection systems.

Uninterruptible Power Supply (UPS) provide clean power to these components to circumvent power outages and fluctuations in both the Data Center and key communications closets.



An appropriate fire detection and suppression systems are in place to prevent smoke and fire damage to the equipment caused by electrical shorts or other means.

Physical Locations (cont.)

The air conditioning system is designed so that it is adequate enough to handle the heating loads produced by the equipment. A backup air conditioning system is in place.

Article 3: Information Security

All Town data must remain secure. Security plans include:

- a) Definitions and Descriptions of:
 - i) Critical business applications
 - ii) Critical information.
 - iii) Other critical resources.

- b) Procedures for:
 - i) The implementation of cost/effective data security systems
 - ii) Insuring the confidentiality and security of all information deemed confidential and private
 - iii) Backup and off-site storage of mission critical data

- c) Required Security Measures which include
 - i) Protection against known vulnerabilities.
 - ii) Testing of security procedures in data centers and shared computing environments.
 - iii) Organization and administration.
 - iv) Control of operating system software.
 - v) Control of application software and data.
 - vi) Control of Database systems.
 - vii) Control of magnetic media storage in data centers and shared computing environments

- d) Guidelines for System Design
 - i) Completeness of data.
 - ii) Integrity of data.



- iii) Accuracy of data.
- iv) Audit trails of critical data changes (grade changes, residency determination, etc.).

Article 4: Policies and Procedures

All Town locations have appropriate personnel policies and procedures relative to employees who have physical or virtual access to information technology equipment or the data residing therein. These policies and procedures provide for:

- i) Use of resources for authorized, sanctioned and approved activities only and sanctions for policy violations.
- ii) Individual unique user logins/passwords.
- iii) Access privileges controlled on applications, databases, documents and email
- iv) Password security procedures defined and enforced
- v) Appropriate protections for systems and applications accessible by remote access.
- vi) Termination of employment (removal of access privileges).

Article 5: Authorized Access

Access to Town of Davie Electronic Information resources and data is limited to Authorized Users; with the exception being information covered by Florida State Statutes regarding Public Record Laws.

Such access must be controlled with secure means of authentication and authorization. Authentication is the process of identifying individuals as belonging to a valid Active Directory user group. Authorization is the process by which it is determined whether or not the identified individual has read only, create, delete or modify permissions.

No one may access confidential records unless specifically authorized to do so. Even authorized individuals may use confidential records only for authorized purposes.

All users must strictly follow the specified login/logoff procedures. Users leaving their machines unattended must either lock the screen or logoff completely.

Article 6: System Administration Access Control

System administrators routinely require access to information resources to perform essential system administration functions critical to the continued operation of the Town. Such privileged



access is often termed “superuser access” and accounts that provide such privileges to system administrators are termed “superuser accounts.” Privileged or superuser accounts enable vital system administration functions to be performed, such as establishing userids or accounts, maintaining authorization for these accounts, terminating another user's session, correcting problems, and restoring deleted information from backup etc.

System Administrators must not access the email or documents of any user until permission has specifically been obtained from the user. Even during the course of troubleshooting a problem, system admins must ensure the privacy and confidentiality of the electronic information being accessed by them.

Article 7: Individual Responsibility

Individual users are responsible for ensuring that others do not use their system privileges. In particular, users must take great care in protecting their usernames and passwords from eavesdropping or careless misplacement. Passwords are never to be “loaned.” Individual users will be held responsible for any security violations associated with their usernames

Each user permitted to access a controlled system is to be made aware of the access policy for that system. Management will provide this information to the employee when first granting access and make the employee aware of the auditing capability in place to verify compliance.

Article 8: Internet Access

The Town provides Internet access to all users for the purpose of conducting business. User are restricted from accessing gambling sites, pornographic sites, gaming sites and sites which allow illegal downloads of music and video.

Streaming music and video are strongly discouraged as are chat forums and IRC applications.

User are especially cautioned from downloading applications and files from the Internet as these may contain viruses and Trojans which may cause serious damage.

Article 9: New Software and Applications

Before adding new software to Town computers and networks, system defaults are carefully reviewed for potential security holes and passwords shipped with the software should be changed immediately upon installation. Downloading software, particularly software that is not job-related or endorsed by the administration, is prohibited.



Article 10: Authentication and Data Encryption

Authentication and data encryption or point-to-point communication is implemented for all systems that send or receive sensitive data between different Town of Davie locations or between Town users and outside consultants or vendors.

Encrypted VPN tunnels, and/or point-to-point WAN links, are established between the various Town locations and with outside agencies requiring short or long term access to mutual resources.

Article 11: Audits and Logs

All controlled systems maintain audit logs to track usage information to a level appropriate for that system. All user sessions and all failed connection attempts are logged. For user sessions, the following is recorded: user, source IP, Config Info, session start time/date, and session end time/date. For failed connection attempts, the number of attempts is also be recorded. Management can advise the IT department if they require additional monitoring of communications etc.

Article 12: Critical Business System

Mission critical systems are expected to be available at all times during applicable business hours. Each critical system must has a published availability statement which details redundancy and recovery procedures, and specifies hours of operations and maintenance downtime periods.

The maintenance shutdowns are coordinated with the system users and announced by the System Administrators well in advance. This ensures users have enough time to complete their transactions and to log out from their systems.

Article 13: Backup of Data

Backup of data is well-documented and tested. Backup copies of data and software are sufficient for recovery from an emergency situation pertaining to essential information are stored onsite, replicated between the two data centers, and at a secure, commercial site providing standard protection.



Backup copies of data and software that are sufficient for recovery from an emergency situation are stored at a secure, commercial site providing standard protection or at a non-commercial site (such as an alternate Town location) providing equivalent protection against fire, flood, earthquake, theft, decay, and other hazards.

Requirements and procedures for such offsite backup are included in the Disaster Recovery Plan, including procedures and authorizations for obtaining access to such sites in the event of an emergency.

Article 14: Disaster Recovery

The Disaster Recovery Plan includes provisions for implementing and running essential applications at an alternate site or provisions for equivalent alternate processing (possibly manual) in the event of a disaster or other interruption that renders normal processing inoperable for the period of time specified as Recovery Time Objectives by the various groups within the Town.

The Disaster Recovery Plan also specifies emergency response procedures, including specifying teams of personnel assigned responsibility for responding in emergency situations, and specifying procedures to enable team members to communicate with each other and with management during an emergency.

Article 15: Perimeter Security

The Town's local area network is protected from the Internet via Firewalls and routers with access control lists.

Only those ports on the firewalls that are required by core applications are enabled. Requests for opening additional ports will be made to the IT department in writing. Such requests will be processed only after a thorough evaluation of the risks associated with the enabling of these ports.

Article 16: Intrusion Detection Systems

Town of Davie utilizes intrusion detection systems to help identify attempted or actual unauthorized intrusions.



Article 17: Virus Attacks

All of the Town's locations employ Symantec Anti Virus (End-point Protection) systems on all machines that are on the Town's network. The anti virus software is updated on a nightly basis via a centrally managed server.

Remote users are required to update their anti virus software manually on a timely basis.

The IT department is the central authority for managing all critical updates to the operating systems and applications.

In case of a virus or worm attack, the Technology & Information Management Systems department will coordinate the deployment of patches and updates and assist the users in performing cleanups or restoring lost information.

Article 18: Use of Modems

The use of modems and dial up connections to the Internet from user desktops is strictly forbidden. Such connections bypass the security implemented via the firewalls and expose the Town's network to malicious interference.

If such connections are required temporarily for updates to applications etc, they must be coordinated with the IT department.

Article 19: Laptops and Portable Computers

Laptops and portable computers issued to field personnel or those traveling must not be left unattended. Theft or loss of such computers containing confidential information can seriously compromise the Town's information security.

Authentication and logon controls must be in place on all such computers.

Laptops and portable computers must be protected against virus attacks and hackers via anti virus software and software firewalls. Information contained on the local hard disks must be backed up periodically by connecting to the Town's network.

Article 20: Remote Access and Email Usage

Access to the Town's email and data resources is in conformance with the Town's "Technology Use Policy".



Off-site computer usage and access to Town resources requires approval from the management. Such usage is restricted to business purposes only.

All remote access mechanisms must employ secure encrypted means of communication. Town of Davie currently supports two forms of remote access:

- Web Access: This type of access uses secure HTTPS access to a web based version of the Town's email.
- VPN Access: VPN clients are the recommended method of connecting remote laptops and desktops to the Town's network. The client is installed and configured with the IT department's assistance and the users are provided with the access codes. The users are not to share these codes with anyone and should not allow others to use the connection.
- SSL VPN Access: The Town is moving toward an SSL VPN model for remote access. This will then be the preferred method of connecting remote laptops and desktops to the Town's network. The user will access an HTTPS secured webpage that will present the user with their previously configured applications and file access. The users are provided with the access codes. The users are not to share these codes with anyone and should not allow others to use the connection.



TOWN OF DAVIE

Davie Town Hall: 6591 Orange Drive, Davie, Florida 33314 Phone: (954) 797-1000

Hardware & Software Procurement Policy

Prepared by:

Tina Tysinger, Director
Technology & Information Management Systems



Introduction:

The Town of Davie has agreed standards in place for desktop software, operating systems, computer networks and computer hardware and peripherals, such as printers. This standardization is essential as it allows the Town of Davie's IT Department to provide a quality service. The main benefit areas are:

- IT Support Staff are familiar with hardware and peripherals, thus speeding up fault finding;
- The IT Department is able to stock standard spares in order to reduce down time;
- Network installations are planned and coordinated centrally by experienced network engineers;
- IT staff with relevant skills are recruited.

This policy outlines the procedures that must be in place to achieve these benefits and to ensure the purchase, delivery and installation of IT equipment is coordinated successfully. This policy has been developed in conjunction with the Town of Davie's Technology & Information Management Systems Department and the Town of Davie Information Technology Governance Committee.

I. Purpose

The purpose of this policy is to establish procedures for the acquisition of computer hardware, software and peripherals that are purchased with Town of Davie funds, connect to the Town's network and/or require support of Town technology resources.

II. Scope

This policy applies to all employees.

III. Definitions

Computer hardware, software and peripherals are defined as devices that are purchased to provide computer/computer-generated printing services, wired and wireless network access to employees. Peripherals shall include, but not be limited to, devices such as copiers, bar code readers, blackberry devices, or any other equipment that connects to or receives a data download from a Town-owned PC or the Town network.



IV. ROLES AND RESPONSIBILITIES

All purchasers of computer hardware and software -

It is the responsibility of the users' line manager to ensure that this policy is adhered to. IT hardware or software cannot be donated.

IT Department -

It is the responsibility of the IT Director to ensure that this policy is adhered to, and that IT hardware or software is purchased in accordance with this policy only.

Purchasing Department -

It is the responsibility of the Purchasing Department to ensure that all purchases of IT equipment and software have been made in accordance with this policy.

V. Procedures

A. All requests for computer hardware, software and/or peripherals should be sent to the Technology & Information Management Systems (TIMS) for review.

B. Standard Hardware and Software

For purchase of standard hardware and/or software, TIMS will prepare a quote and seek approval from the requesting department. Upon approval, TIMS will initiate a Purchase Requisition using the requesting department's account code.

C. Non-standard Equipment

A request to purchase non-standard hardware and/or software shall be reviewed by TIMS prior to submission to the Procurement Division for review of:

Compatibility with existing standards and equipment

Support requirements, and/or

Suitability for department's technology needs

TIMS shall complete its review within thirty (30) days of receipt of the request. If, after review, TIMS does not approve the proposed purchase, it may ask the requesting department to reconsider its request or suggest an alternative.



D. Authorized Approvers

Only the IT Director and the Information Systems Supervisor of TIMS are authorized to approve the purchase of hardware, software or peripherals under this policy.

E. Appeal Process

If the proposed non-standard purchase is not approved by TIMS and a proposed alternative is not accepted, the requesting department may appeal the decision to the Information Technology Governance Committee (ITG). The ITG shall meet with the Director of TIMS and a representative from the requesting department to review the request and the TIMS recommendations before making a recommendation to the Town Administrator. The Town Administrator shall make the final determination regarding the proposed purchase.

F. Non-Compliance

Computer hardware, software and peripherals not purchased in accordance with this policy shall not be paid for by Town funds and will not be connected to any device on the Town network. Any device that is purchased and connected to the Town network without the pre-approval of TIMS shall be removed from the PC and/or the Town network. Non-compliance with this policy may result in disciplinary action.



Help Desk Courtesy Card



TOWN OF DAVIE

Davie Town Hall: 6591 Orange Drive, Davie, Florida 33314 Phone: (954) 797-1000

Technology & Information Management Services

Courtesy Card

Maintenance has been performed on your equipment. Please notice the "remarks" on this card. If you have any questions or encounter further problems, please call our Help Desk at 954-797-1070 or send us an email at help_desk@davie-fl.gov.

T.I.M.S. Technician _____

Date _____

Remarks:

When you have a problem with your phones, computer, or software, how would you rate your satisfaction with the responsiveness of the T.I.M.S. Help Desk?

Very Satisfied
 Satisfied
 Dissatisfied
 Not Applicable

Based on your problem, do you feel it was handled in a professional manner? ___ Yes ___ No (If no, please explain)

Was your problem resolved to your satisfaction?
 ___ Yes ___ No (If no, please explain)

Did the technician answer all your questions regarding your problem? ___ Yes ___ No (If no, please explain)

Additional Comments:

Once we have finished working on your system, you should change your password. To change your password, press Ctrl+Alt+Del, it will open the security options. Select the "Change Password" button. Type in your current password when prompted, then type in and confirm the new password. Click "Ok," and your new password is saved. Please note, this will be your new password for all systems including Outlook, web mail, and VPN access.

How are we doing? Please take a moment to complete the survey on the reverse of this card. When finished, please return the completed survey via interoffice mail or in person to the T.I.M.S. office drop box. Thanks!



Name: _____

Department: _____

Contact Number: _____

**TOWN CLERK'S OFFICE
BUSINESS PLAN**

Town of Davie
Russell Muniz
Town Clerk
(954) 797-1023
russell_muniz@davie-fl.gov

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I. GENERAL DEPARTMENT DESCRIPTION

The Town Clerk's Office is dedicated to providing an array of quality services to the public, Council and Town Administrator. The Office is responsible for preparing the Town Council agenda and recording and maintaining the minutes of the Town Council; maintaining all Town boards and committees minutes; recording and maintaining ordinances and resolutions of the Town Council; and maintaining contracts, deeds and other legal documents of the Town. The Office also monitors terms of Board, Committee and Council members; places legal advertisements and posts all official notices; The Town Clerk is the chief election official and the Town's records management liaison officer. Additionally, the Office deals with citizen issues/complaints and verifies lien information on water and sewer agreements, lot clearings, special assessments, code violations, unsafe structures and unpaid utility balances.

A. Mission Statement:

Our mission is to provide public information, maintain official Town records, and administer the electoral process, consistent with the Town Charter, local, state, and federal laws while satisfying our customers' expectations by providing effective communication and information services in a professional and courteous manner.

B. Value Statement/Philosophy:

We pledge to provide the highest degree of excellence and professional commitment to ensure that the services and products provided are recognized by the citizens, Council and co-workers as being superior in our field. We also pledge to provide high quality customer service in a timely manner to Council, the general public, co-workers, and other governmental agencies.

C. Executive Summary

At a time when the nation has migrated from a manufacturing economy to a service economy the role of information has become more important to businesses, government entities, and your average citizen. Among the many services that the Town of Davie provides, information has seen, and should continue to see, the largest growth trend in services demanded.

The Town Clerk's Office is poised to manage that demand for information and leverage it into new ways to identify with, and serve the residents of the Town and other key stakeholders. We believe that we are the nexus of information for the Town. All Town related information can be garnered from our office, and as such we believe we can monitor the "pulse" of our community better than most other agencies.

Our relatively small staff has leveraged technology to remain efficient while providing a high level of service. Since 2001 the staffing level has not increased. We believe this to be a testament to the high level of service we provide and to our continued efforts to seek to maximize efficiency through the use of technology. Automation has been instituted where possible to streamline processes and reduce production times. Modern equipment has replaced older equipment that was either not efficient enough or dependable enough to carry out the duties required to accomplish departmental goals/objectives.

We are a service organization that provides a myriad of services to our various constituencies which include internal and external stakeholder groups. We believe that we operate in a mature industry but demand for information will only continue to increase. To stay ahead of this demand curve, staff will need to receive continuous training on technology implemented in the office, and we will need to continually network with colleagues to ensure that best practices are being utilized.

In an era with unprecedented scrutiny on local governments, and the perception that pervasive corruption, waste, and ineptitude exists we recognize that we must communicate to our stakeholders that the Town Clerk's Office strives to perform at a high level. Through the creation of this business plan and the formulation of our marketing strategy, we hope that message will be conveyed and received.

D. S.W.O.C. Analysis

As part of the Town-wide strategic planning process that was begun in early 2009, an earnest internal assessment was performed of the Town Clerk's Office. This assessment which utilized the principles contained in a SWOC analysis sought to assess the strengths, weaknesses, opportunities, and challenges faced by the Office currently and in the near future. Each issue has been outlined below with a brief description.

Strength	Description
Knowledge	Staff is very adept at tasks that have been assigned.
Resources/References	As records depository, the department has access to many historical records
Technology	Utilization of technology (workflow, digital audio, imaging, etc) allows department to maximize productivity.
Staff Longevity	Median tenure of staff is 11 years.
Flexibility/Cross Training	All employees are cross trained and can handle most tasks.
Problem Solving	Very independent staff empowered to manage most situations.
Communication	Staff communicates well with each other, the public, and other departments.
Customer Service	Staff provides good customer services to all stakeholders.
Relationship with vendors	Staff has a good relationship with vendors.
Teamwork	Staff works well with each other, and other departments to ensure Town goals are completed.
Weakness	Description
Flexibility	Being flexible and interpreting policies, and procedures liberally to complete a task has caused unintended consequences at times for the department.
Technology (Reliance/lack of training)	Although technology abounds, staff is not maximizing benefit from it due to lack of training, also technology causes reliance.
Staffing need	Department needs at least one other member to relieve the burden on records and imaging needs.
Inter Departmental Coordination/Communication	Cooperation from other departments is not always given, conversely department is not always able to service the needs of other departments for a variety of reasons.
Language Barrier	Two employees speak another language in addition to English, but this may not be enough to service the divergent populations that we serve.

Opportunity	Description
Automation of tasks/Technology	Must continue to leverage technological investment and automate labor intensive tasks to increase productivity.
Foresight of issues	Since staff serves on many advisory boards, and have close contact with Council we are aware of political "hot potatoes" before most other departments are.
Interaction with Stakeholders	Each interaction with stakeholders is an opportunity to promote the Town and our office. It also allows us to receive feedback from these stakeholders.
Computer training	Need to continue computer training to ensure maximization of computing resources.
Staff development	Professional development of staff efforts have been ongoing and should continue.
Challenges	Description
Interaction with stakeholders/miscommunication	Wrong information, or miscommunication can damage credibility of Town and/or department.
Damage to records	The Town has thousands of cubic feet of records in off-site storage facility. If records were damaged or destroyed few documents could be restored.
Damage to equipment	Computing resources and other equipment relied upon to complete tasks would cause a virtual shutdown of department if they were to be damaged.
Security	Office is easily accessible to the public and can place an employee in harm's way should a customer become violent. Department also keeps a small amount of cash on hand that could be a target.
Public Examination	Public records are subject to public examination and could potentially expose Town to lawsuits.
Privatization	Outsourcing the services that our staff provides could be an option for the Town if our service delivery is not cost effective.
Changes in Leadership	Lack of continuity exists because of the constant changes in Administration caused by elected officials.
Public Scrutiny	All actions of staff can potentially be publicized in the media or criticized by stakeholders.

As a result of this in-depth assessment, we have concluded that several issues merit continued monitoring. Most importantly, the Office needs to continue to leverage technology and automate processes so that we can remain efficient. Secondly, the Office must view every interaction with stakeholders as a potential opportunity to promote the work that we are doing. Alternately, we must be aware that a challenge exists in that these interactions could be detrimental if not handled in the best possible manner.

E. Products & Services

The Town Clerk's Office provides services to a myriad of customers. Because of their myriad needs, interests, and what they offer our office, we describe them as stakeholders. Our stakeholders include Council, residents, other Town staff, businesses, vendors, visitors, and the media.

Our products are as diversified as our stakeholders. The following is a representative list of what we believe to be the most important products and services for our stakeholders.

Town Council Agenda – The Town Council agenda is a compilation of all documentation necessary for the Town's elected body to render informed decisions on day-to-day as well as policy matters. Our Office serves as the information hub where the backup documentation is assembled, published, and distributed within established deadlines. It is critical that established deadlines are adhered to by submitting departments so that our Office is able to distribute the final product with ample time for Council review. Lastly, the agenda is placed on the Town's website for review by our stakeholders.

- *Easy Agenda Administration* – To manage the agenda process the department instituted a Town-Wide workflow solution called EasyAgenda. This software application allows an enabled user to submit an agenda item electronically, where it is then routed through the approval process based on the type of item submitted. Ultimately it is approved (or not) by the Town Administrator for placement on the agenda. This software application is administered by the Town Clerk's Office, and we offer support to all users. This workflow solution allows our Office as well as the Town to be more efficient by streamlining the agenda submission, review, and publishing process.

Election Coordination – Another critical service that the Office provides is the coordination of elections. The Town Clerk is the local elections official and all Davie residents wishing to run for Town Council must qualify with the Town Clerk. The Office coordinates municipal elections by working closely with the Broward County Supervisor of Elections to ensure that elections affecting our constituency are in compliance with state law.

Citizen Support Center Administration – The Citizen Support Center is an interactive communications portal that allows the Town's stakeholders to communicate with staff on any issues they would like to receive assistance on. The external user can look up answers to frequently asked questions, they can ask a question, or they can make a request for service. The administration of this communication tool is done by the Town Clerk, with routine items specific to the Office managed by staff.

Records Management – the Florida Administrative Code promulgates rules relating to the retention, maintenance, and ultimately the disposition of records created by public agencies. As the records custodian for the Town, the Town Clerk’s Office is charged with this awesome responsibility. Our office manages and coordinates the records activities of all departments except Police. The records management laws work in concert with the public records laws promulgated in Florida Statutes Chapter 119, which require that most records of a public agency be open and accessible to the general public.

Lien Requests – The Town Clerk’s Office processes hundreds of lien requests each year. Liens can be placed on a property for water and sewer agreements, lot clearing, special assessments, Code violations, unsafe structures, and unpaid utility balances. These requests generally come from title companies researching properties that are being sold. Our office provides this information at two price points. The first price point (Regular) allows the requestor to receive the information between five and seven business days. The second price point (Rush) allows the requestor to receive the information within 24 hours.

Board Secretary – Office staff serve as board secretary to various Town advisory boards and committees. In accordance with the Sunshine law, notices of meetings shall be posted and minutes shall be kept. Staff satisfies this function for 11 boards/committees including the Town Council.

There are some key factors that give our office a competitive advantage over any potential competitors in the industry. These advantages are listed below:

- Staff Knowledge – staff is very adept at the processes utilized to efficiently accomplish all department tasks.
- Resources – as the depository for all official Town documents our office is uniquely poised to provide information on almost every aspect of the Town’s operations dating back to its inception in 1961.
- Staff Longevity – The median tenure for staff is currently 11 years. This wealth of experience allows our office to consistently provide a very high level of service to our stakeholders.

The main sources of revenue for the Office are lien requests, public records requests, and election assessments. The cost structures are primarily promulgated by Florida Statute, with the exception of lien searches which are established by Town Council. The fees charged by the Office are outlined below:

.15 per copy for public records, .20 for double sided copies, all other media copies may only be charged at the actual cost of duplication. Lien searches: \$50 regular; \$100 rush.

Extensive research associated with public records requests (research requiring more than 15 minutes of staff time) can only be charged at the actual hourly cost of the lowest paid employee who could perform the work.

The office is continually looking for ways to increase revenues. One notion worth exploring is to charge non residents \$10 per page for Notary Public services. This amount is the maximum allowed by State law.

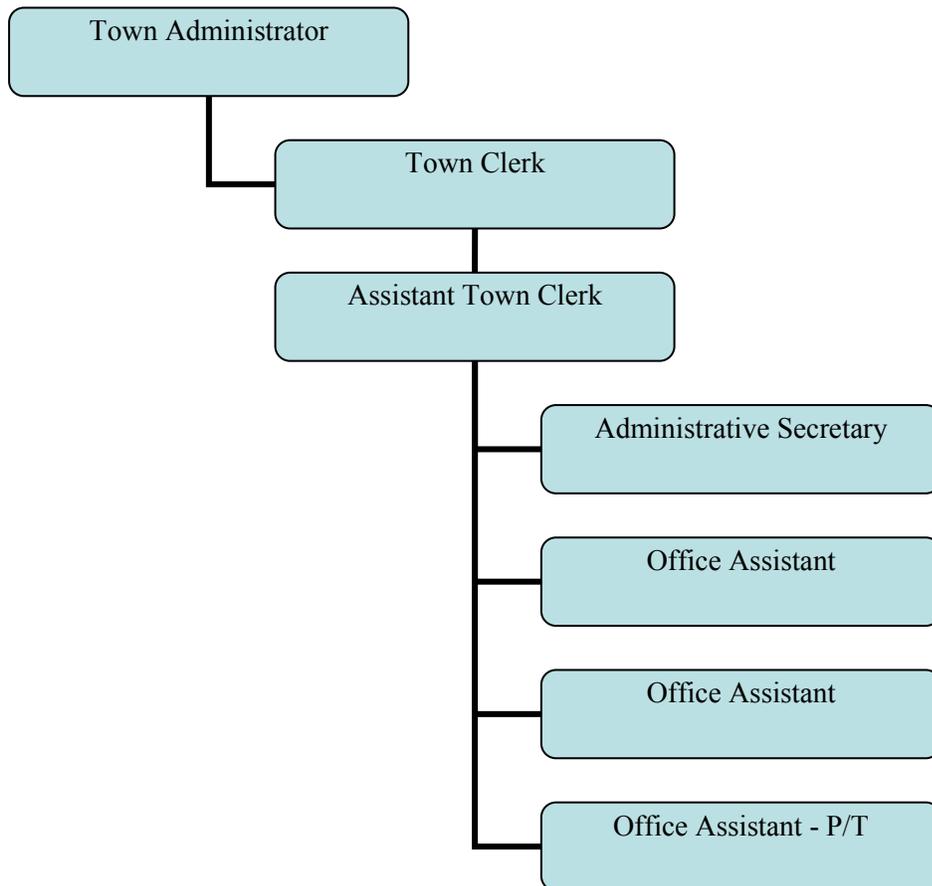
F. Management & Organizational Structure

Russell C. Muniz has been the Town Clerk since January of 2001. Mr. Muniz has a Masters Degree in Business Administration from Nova Southeastern University, and a Masters Degree in Public Administration from Florida Atlantic University. In addition he has attained the Master Municipal Clerk (MMC) certification; the highest designation conferred by the International Institute of Municipal Clerks (IIMC). Mr. Muniz has more than 16 years of local government experience and served as the acting Assistant Town Administrator for more than 9 months.

Complementing Mr. Muniz is Evelyn Roig, the Assistant Town Clerk. Mrs. Roig has a Bachelors Degree from Kaplan University in Legal Studies. She has more than 18 years of local government experience, and has been conferred the Certified Municipal Clerk designation by the IIMC.

The succession plan for the Town Clerks Office centers primarily on the notion that Mrs. Roig will succeed Mr. Muniz upon his departure or retirement. She has been given the same level of access in most programs and the same level of access in all database and financial systems. She has begun attending training with the goal of being conferred her MMC designation.

Line staff is also being developed through the use of training seminars and cross training to ensure continuity of operations should an employee depart from the Office, or a promotional opportunity should arise.



G. Personnel

The Office currently employs 6 full time employees. Additionally, a volunteer employee is currently being utilized from a local college which helps assist with some of the more routine duties that must be completed. The Town Clerk is the department head. The Town Clerk sets the goals, and objectives of the Office, and ensures that tasks are being completed in furtherance of the department's mission. The Assistant Town Clerk supports the Town Clerk in the above stated pursuits, but also manages the day to day operations of the Office and is the front line supervisor of staff. The Administrative Secretary manages the Office in the absence of the Town Clerk and the Assistant Town Clerk. This position serves as the board secretary to several high level Town advisory boards, and is charged with the responsibility of recording liens and other official documents such as deeds, and easements. There are 2 full-time and 1 part-time Office Assistants whose duties range from records management liaison, to the central point of information for Town stakeholders as the receptionist for the Town's main phone number and point of contact in the Town Hall lobby, to registering all new Town vehicles with the Department of Motor Vehicles and also serving as the liaison with the Town Attorney's office.

The quality of the existing staff is quite high with a median tenure of 11 years. All employees are professional employees with broad skill sets. The Town Clerk and the Assistant Town Clerk are exempt employees, while the remainder of staff is represented by the Fraternal Order of Police - Associates (FOPA). The current economy has created a glut of qualified people seeking employment. This positions our office to immediately be able to recruit a qualified employee if a position became available. Additionally, the proximity of the Town to the South Florida Education Center gives the Town more visibility in recruiting new, well educated employees.

New hires are generally partnered with a senior staff member to facilitate the training process. New hires are encouraged to ask questions, and take notes. An environment of trust is fostered whereby new employees are encouraged not to be afraid of making mistakes. Written policy and procedure manuals have been developed which are provided to new hires explaining to them how to perform almost any process within the office. Annually, the Office procedure manual is reviewed by the applicable staff member performing the duties to ensure that outdated processes are removed and current processes are implemented.

II. DEPARTMENT GOALS/OBJECTIVES, STRATEGIC OUTCOMES, ACTION STEPS, AND KPI

In this section, the Town Clerk's Office goals and objectives are identified. Our intended measureable outcomes and what steps we intend to take to accomplish these objectives will be explained. Our key performance indicators have been developed to attempt to measure how well we are accomplishing our department objectives.

Definition of Terms

Goals/Objectives – for the purposes of this document goals and objectives are an interchangeable term. They are meant to convey an overall broadly defined desired outcome that supports the Town Clerk's Office mission and value statement.

Action Steps – are steps that are geared towards operations, procedures, and processes that achieve the stated “strategic outcomes.” They describe who does what, when it will be done and provides a basis for measurement to ensure that goals/objectives are being met.

Key Performance Indicators (KPI) – are specific measurable indicators that will help you in determining how well your department's “strategic outcomes” are being met, or exceeded. These indicators are generally quantitative (i.e., expressed in a percentage, or whole numbers) in nature. A good KPI will measure either a facet of department workload, efficiency, or effectiveness. They should be tied directly to your “strategic outcome” and should, when tabulated, indicate how well your department is achieving the intended “strategic outcome.” Please note that based on the way you have written them, some of your previously created “strategic outcomes” may also fit into this category.

GOALS/OBJECTIVES	STRATEGIC OUTCOME	ACTION STEPS	KEY PERFORMANCE INDICATOR (KPI)	2013 Projection
<p>A. Town Council Agenda: Provide timely information to all stakeholders to ensure that informed decisions are made in a participative process.</p>	<p>1. Publish and post agenda for ample review (min. 5 days) by Town Council and the public (Strategic Priority # 2).</p>	<p>a) Ensure that all agenda submittals have been received by the pre set agenda deadline.</p> <p>b) Review EasyAgenda for items that have not been approved by the Town Administrator.</p> <p>c) Begin publishing agenda not later than Wednesday before Town Council meeting.</p> <p>d) After publishing and distribution, post agenda on web and e-mail those on subscriber list.</p>	<p>1. % of agendas published and posted on Town website three business days before Town Council Meeting.</p>	<p>100%</p>
<p>B. Records Management: Maintain and provide access to public records as mandated by Florida Statute, and the Florida Administrative Code.</p>	<p>1. Promptly route and respond to public records requests (Strategic Priority # 1, & 2).</p> <p>2. Process and complete all records management requests (Strategic Priority # 1, & 2).</p> <p>3. Process lien requests within 6 business days for regular requests, and within 24 hours for rush requests (Strategic Priority # 1, & 2).</p>	<p>1a) Log in records requests and route to applicable departments.</p> <p>b) Upon completion log in completion date.</p> <p>2 a) Review all requests for off-site storage for accuracy.</p> <p>b) Schedule pickup/delivery with offsite storage facility.</p> <p>c) Contact applicable department.</p> <p>3a) Log in lien request.</p> <p>b) Look up folio and legal description of property to ensure accuracy.</p> <p>c) Review GIS system to determine if property is</p>	<p>1. % of Town Clerk's Office records requests completed within 3 business days.</p> <p>2. a) % of records transferred to off site storage within 3 business days of receiving accurate storage requests.</p> <p>b) % of records eligible for destruction</p> <p>3. a) % of lien requests completed within 6 business days for regular searches</p> <p>b) % of lien requests completed within 24 hours for expedited searches.</p>	<p>1. 99%</p> <p>2. a) 100%</p> <p>2. b) 25%</p> <p>3. a) 100%</p> <p>b) 100%</p>

GOALS/OBJECTIVES	STRATEGIC OUTCOME	ACTION STEPS	KEY PERFORMANCE INDICATOR (KPI)	2013 Projection
		<p>located within Davie service area.</p> <p>d) Contact Utilities area to determine if any pre development agreements are in place or any balances are owed.</p> <p>e) Check internal database to see if there are any Code Compliance or special assessment liens on file.</p> <p>f) Provide written response to requestor on status of property.</p>		
<p>C. Legal Opinions: Ensure the provision of legal opinions requested of the Town Attorney by other departments and Town Council.</p>	<p>1. Process Town Attorney requests and distribute completed responses in a timely manner (Strategic Priority # 1, & 2).</p>	<p>a) Review control number requests (internal work order form) to ensure proper authorization.</p> <p>b) Issue control # and forward to Town Attorney within one business day.</p> <p>c) Route completed responses back to requesting department, and/or Council.</p> <p>d) Scan in responses into imaging system within two days of receipt.</p>	<p>a) # of business days to receive an attorney opinion.</p> <p>b) % of Town Attorney control number requests processed within 1 business day</p>	<p>a) 10 Business days.</p> <p>b) 98%</p>
<p>D. Elections: Ensure democratic process of representing the public interest by conducting municipal elections in compliance with State Law and Town Charter.</p>	<p>1. Conduct cost effective March elections in compliance with State law (Strategic Priority # 1, 2, 4, & 5).</p>	<p>1. a) Sign agreement with Supervisor of Elections to hire pollworkers.</p> <p>b) Secure polling locations.</p> <p>c) Qualify candidates.</p> <p>d) Place legal ads.</p> <p>e) Monitor election day</p>	<p>1. a) Average cost per vote cast.</p> <p>b) % of approved budget expended for March election.</p>	<p>1. a) Under \$10 per vote</p> <p>b) 90% of approved budget expended</p>

GOALS/OBJECTIVES	STRATEGIC OUTCOME	ACTION STEPS	KEY PERFORMANCE INDICATOR (KPI)	2013 Projection
	<p>2. Promptly provide election related information via the web (Strategic Priority # 1, 2, 4, & 5).</p>	<p>activities.</p> <p>f) Secure certified results from SOE.</p> <p>2. a) Upon qualification, review documentation for exempt/confidential material.</p> <p>b) Post candidate information on department webpage.</p> <p>c) Review Division of Elections and Supervisor of Elections websites for new content that may be placed online.</p>	<p>2. % of election related reports posted on the web within 2 business days of receipt.</p>	<p>2. 100%</p>

III. OPERATIONAL PLAN

As stated previously, the Town Clerk's Office provides an array of services to our myriad stakeholders. Our Office is the central point of information for the Town. This nexus is characterized by our management of the main telephone line (954 797-1000), and our presence in the Town Hall Administration lobby. In both instances, we are the central point of contact and information for our stakeholders.

The Office is quite small considering the responsibility we are charged with and the amount of production expected. We are able to produce at a high level due to the leverage of technology. Whereas some City Clerks' offices rely on manual processes, our office has been able to leverage technology and outsource some service to maximize efficiency. Some examples include the outsourcing of minutes transcription of the Town Council meetings to an external provider, the implementation of the EasyAgenda agenda workflow and publishing software, and the utilization of a digital recording system that allows immediate placement of Town Council meetings on the Town's computer network which can be accessed by all users.

Production

Our office takes a collaborative approach to achieving the mission of the Town Clerk's Office. While tasks are assigned to individuals, other staff members are designated as backups in the event that the assigned staff member is on leave or needs assistance completing their objective. A major role of the Assistant Town Clerk is quality control. The position is required to review and assess the work product of line staff. A tool that has been developed and refined over the years is a procedure manual (**see Appendix 2**) which governs how most tasks in the office are to be performed. This manual establishes best practices that are to be adhered to by staff. The manual is reviewed yearly to make sure that processes are not outdated.

Costs for the office have remained relatively flat over the past several years with minimal increases attributable to personnel costs. The immediate forecast calls for continued moderate increases. The only widely varying operating cost is for municipal elections. Because of staggered terms, the election cycle requires an election for two years in a row and then none in the third year. An election is scheduled for FY 2011 with no elections scheduled for FY 2012.

Personnel

A commitment to providing excellent customer service is a principle tenet of our office. Staff has been trained to empathize with customers who are upset and focus on the core issue of satisfying their need for service. A glaring weakness of the Office is the absence of an assessment tool to determine how well the service provided is perceived by our stakeholders.

As indicated previously, the Office is staffed by 5 full-time employees and 1 part-time employee. Employees are all professional employees with several years of experience in similar office environments. Three of the employees have obtained college degrees in various fields. The position of Assistant Town Clerk and Town Clerk should require the attainment of a Bachelors Degree. The current employees in these positions have attained these degrees, with the Town Clerk having obtained graduate degrees in Business Administration, and Public Administration.

The pay structure for department employees is either at the median for the industry or slightly below according to the most recent pay and classification study conducted by the Mercer Group. In order to retain and attract high quality employees the Office will need to reexamine its current classifications and pay structure for employees. An additional employee is desired and warranted at this time, but due to the economic conditions and the priorities of the Town Council this acquisition is not possible at this time. If economic conditions improve an appeal will be made to fill one more position.

VI: APPENDICES

Appendix 1 – City Clerk Comparison

Appendix 2 - Town Clerk's Office Policy & Procedure Manual



UTILITIES DEPARTMENT BUSINESS PLAN

Town of Davie

Don Bayler, Director

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II. General Department Description

The Utilities Department is a customer service organization responsible for the distribution of safe drinking water and the proper treatment and disposal of wastewater. We provide maintenance of water distribution and sewer collection lines and facilities throughout the service area of the Town of Davie. We also operate two water treatment plants and one wastewater treatment plant with approximately 9,419 accounts.

State and Federal regulations impact our operations to a great extent in that the laws are continually changing. Water is a precious resource in South Florida and withdrawals from the Biscayne Aquifer have become limited. Additionally, discharge of wastewater to the Ocean Outfall is coming to an end. With the construction of our new Water Treatment and Water Reclamation Facility, the Town is moving forward with advanced wastewater treatment and deep well injection of wastewater which will recharge the aquifer and afford us increased withdrawal allowances. The planned completion date for the new facility is August 2013.

Mission Statement

The mission of the Utilities Department is to assure present and future generations a sufficient supply of high quality drinking water. We strive to provide customers with the highest quality water and wastewater services possible while maintaining a competitive rate structure. The Department ensures that all regulatory agency requirements associated with the construction, operation, and maintenance of the utility system are met or exceeded.

Value Statement/Philosophy

In keeping with the values identified by the Town Council, we strive to provide a quality product to the areas served by our Department at a reasonable cost while upholding the standards and regulations imposed by State and Federal agencies for water quality and safe disposal of wastewater. We are committed to providing a high level of customer service to our customers as well as co-workers and Council and treating all with respect.



EXECUTIVE SUMMARY

The Utilities Department of the Town of Davie is a service provider responsible for the safe delivery of potable water and the collection, treatment and environmentally friendly disposal of wastewater.

We are in the process of expanding our department to serve the needs of the Regional Activity Center as well and the Transit Oriented Corridor. To accomplish this, we are in the process of building a new Water Treatment and Water Reclamation facility with a projected completion date of August 2013. The current water and wastewater plants lack the capacity necessary to continue to service future growth.

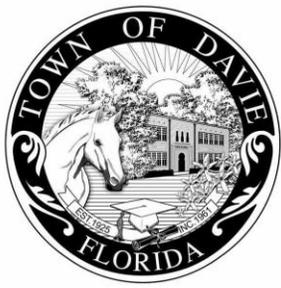
With the addition of a new water and wastewater plant, our work force will also increase. Additional plant operators will be required to operate these plants and additional field/lift station personnel will be necessary to handle the increased work load.

The future of development in the eastern areas of the Town (more specifically, the RAC and TOC) is dependent on the expansion of our plants and increased capacity.

S.W.O.C. ANALYSIS

Strength	Description
Highly Skilled Staff	Licensed water and wastewater treatment operators as well as licensed collection and distribution technicians.
Communication and direction from supervisors	Daily contact with direct supervisors for plant and field operators.
Good cooperation among employees	Operators from water and wastewater work together when needed.
Skilled/highly qualified supervisors	Long term employees have vast knowledge of processes, line locations, etc.

Weakness	Description
Funding for upgrades	Replacement of outdated infrastructure. Inflow/infiltration occurs due to old galvanized lines and clay pipes.
Communication and training of employees; pay scale not adequate	Job specific training – pay not up to par with other municipalities. Shift differential for operators working second and third shifts.
Job dissatisfaction	Lack of promotional opportunities



Vehicle and Equipment Repair	Department is without a vehicle for weeks (sometimes longer). When returned, the original problem is not fixed.
Lift stations	Undersized and old. Poor mechanical condition.

Opportunity	Description
Reuse of wastewater	Sell “gray” water for non-potable uses.
Possibility of refinancing bonds	Bonds mature in 2020.
Local agreement or participation with neighboring utilities for Wastewater disposal and Water supply.	Regionalize wastewater and water services.

Challenges	Description
Formal needs assessment	Utilize surveys and census data to determine future services needed.
Discontinue discharge of wastewater to ocean outfall	We will no longer be able to discharge wastewater to the ocean outfall by 2025.

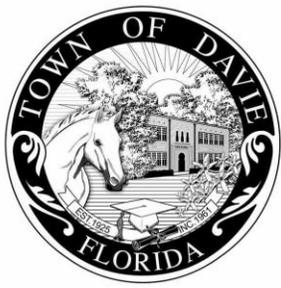
This assessment has allowed us to look at the issues facing our department and attempt to improve upon our weaknesses and face the challenges in the future. We will need to continue improving upon the efficiency in responding to customers’ needs and find technology solutions to improve upon work flow. Our challenges are due to the weak economy and will continue to be an issue.

PRODUCTS & SERVICES

The Utilities Department provides services to Town of Davie residents and businesses within the geographical boundaries of our service area (see Appendices for Service Area Map and current Rate Structure).

Water Distribution/Water Plant Operation – Licensed, certified operators maintain and operate the water plant continually monitoring the water pressure and performing chemical analysis of the water that is being sent out to our customers for consumption.

Wastewater Collection/Wastewater Plant Operation – Licensed, certified operators maintain and operate the wastewater plant



Lift Station Operation and Maintenance – Licensed operators monitor the lift stations, perform daily preventative maintenance of the pumps and general appearance of the stations, and perform repairs and rehabilitation of the stations. The Town currently owns and maintains 62 stations throughout our service area.

Water Distribution Line Maintenance – Licensed operators perform maintenance and repair of water distribution lines as well as customer’s service lines throughout our service area. They are also responsible for meter installation and maintenance of valves and services.

Wastewater Collection and Transmission Line Maintenance – Licensed operators perform maintenance and repair of wastewater mains and services throughout the Town’s service area.

Field Customer Service – Field personnel are responsible for the daily interaction with customers in the field which could involve explaining how to read a meter, showing a customer how their meter registers a leak on their property or informing the customer of the Department’s policies. They connect new services, disconnect services for non-payment, assess problems with meters and perform usage audits when consumption shows to be abnormal. They are also responsible for installing and changing meters and performing minor repairs to service lines.

MANAGEMENT & ORGANIZATIONAL STRUCTURE

Utilities Director – Don Bayler was hired as the new Director in July 2012. Mr. Bayler has extensive experience (30+ years) in all aspects of municipal utility operation previously working for the City of Sunrise, City of Plantation, City of Hollywood and Pompano Beach. Mr. Bayler has a BS degree in Environmental-Engineering Technology from Florida International University and is an “A” licensed Water Treatment Plant Operator.

Assistant Utilities Director/Town Engineer – Rod Ley has been with the Town since 2010. He is a registered professional engineer with a degree in engineering from the University of Florida. Mr. Ley previously worked in the private sector with nine years of experience in consulting engineering work.

Superintendent of Field Operations - William Peele is the Superintendent of Field Operations and has been with the Town of Davie since 1981. Mr. Peele holds licenses in Water Treatment Plant Operation, Wastewater Treatment Plant Operations, Water Distribution and Wastewater Collection. Mr. Peele has been involved with Utility work for years coming to the Town when it acquired Davie Utilities, Inc.



Superintendent of Plant Operations - Neil Buckeridge is the Superintendent of Plant Operations and has been with the Town of Davie since 1990. Mr. Buckeridge is licensed in Water Treatment Plant Operation. He was first employed by the Town in field operations and has worked his way through the Department learning the various facets of the operation for the past 22 years.

Administrative Aide - Heidi Klemm is an Administrative Aide and has been with the Town for 25 years. She meets with developers and homeowners in order to prepare Water and Sewer Service Agreements for new connections and collect CIAC charges. She acts as the department's insurance representative, answers employee questions regarding policies and procedures and deals with customer inquiries and complaints. She assists in the yearly budget process, maintains the electronic meter reading program, prepares Resolutions and Ordinances for submission to the Town Council, and deals with County and State agencies on license renewals and permits for the water and wastewater plant operations.

Office Assistant – Duties include greeting visitors/vendors, meter reading download/upload functions, accounts payable, payroll processing and customer complaints.

Utilities Maintenance Supervisor – Plans, organizes and directs a comprehensive maintenance, repair and installation program on the lift stations, treatment plants, water and sewer lines and general facilities. Responsible for assigning specific tasks and ensuring proper completion of work.

Lead Operator – Two (2) positions – Responsible for technical and supervisory work involving the daily operation of the water and wastewater plant operations and laboratory. Coordinates and supervises work activities of treatment plant personnel.

Plant Operator I, II and Trainee – Fifteen (15) positions – Duties include operation of water and/or sewer treatment plant. Responsible for performing plant operation and maintenance duties consistent with standard operating practices in order to meet State and Federal standards and rules to protect the public health and environment.

Utilities Maintenance Mechanic – Duties include skilled electrical and technical work in the maintenance and repair of mechanical and electromechanical machinery and equipment in the water and wastewater treatment plants, lift stations and Utilities Department facilities.

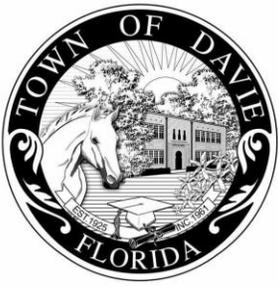
Lift Station Operator – Four (4) positions – Duties include monitoring and maintaining lift station equipment and mechanical and electrical machinery. Responsible for function and appearance of lift stations.



Field Customer Service – Two (2) positions – Duties include reading, connecting/disconnecting water services, meter service maintenance, interaction with customers regarding water and sewer billing, collecting accounts in arrears and performing field repairs to water and sewer mains.

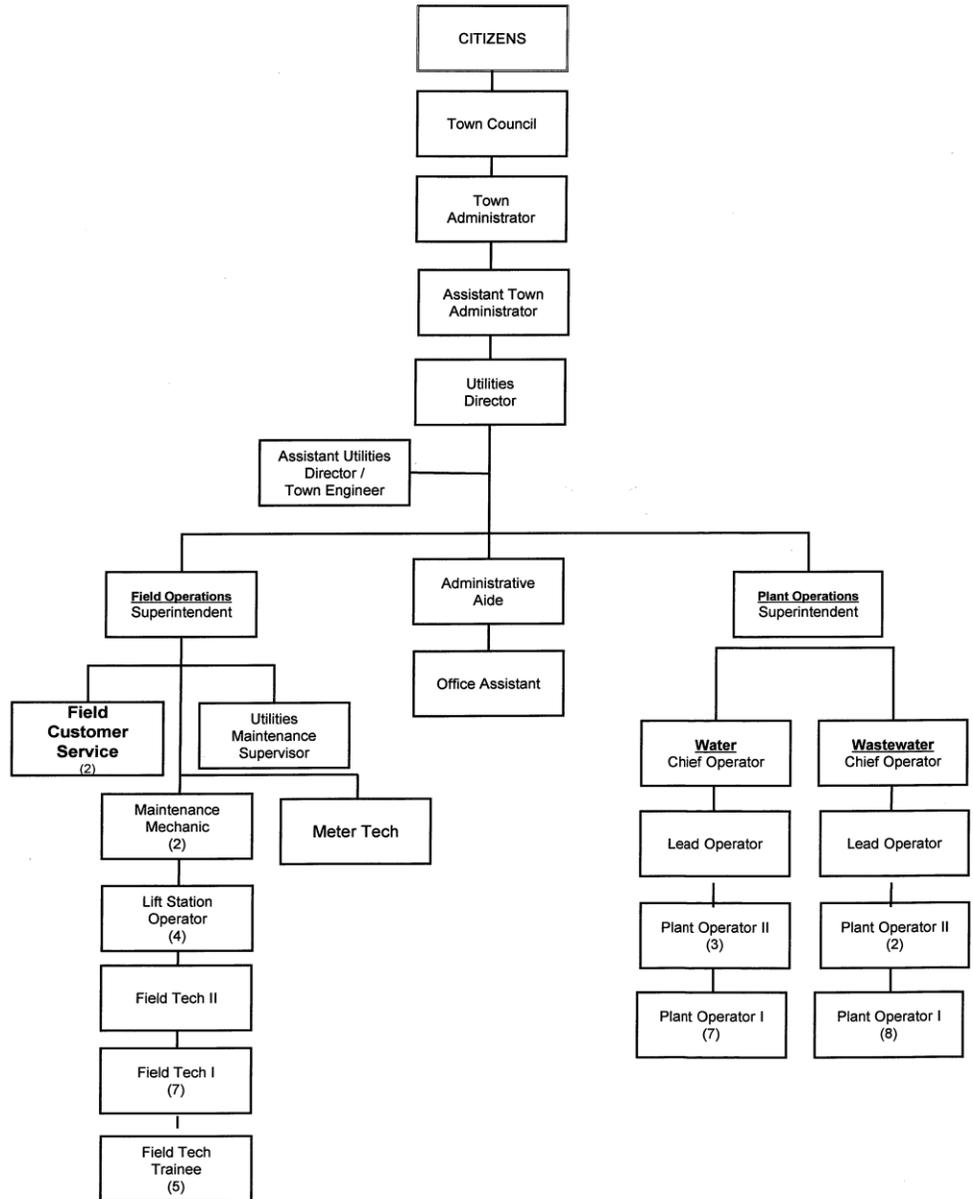
Utilities Field Technician I, II and Trainee – Nine (9) positions – Duties include installation, maintenance and repair of the Town's water distribution and wastewater collection systems.





Utilities Department

Organizational Chart
FY 2013





PERSONNEL

The Utilities Department currently employs forty-five (45) full time employees. The Utilities Director is the Department head. The Department Director reviews the goals and objectives of the Department and ensures that projects are completed. The Assistant Utilities Director/Town Engineer oversees the operations of the Engineering Division of the department as well as acts as the second in command to the Utilities Director. The Administrative Aide manages the day to day operations of the office. There are two Superintendent of Operations positions which manage the field and plant operations on a daily basis.

All field and plant positions as well as the Office Assistant position within the department are governed by the Collective Bargaining Agreement of the FOPA Union.

The Department hires both unskilled and semi-skilled labor to be trained in-house and through educational courses and licensing in their respective fields. New field hires are generally paired with a licensed technician to facilitate the training process. Due to operational requirements at our plants, new hires in a Trainee status are required to work under a licensed Operator for a specified period of time. Our goal is to have all field and plant personnel licensed by the State in either field or plant operations.

Employees enter the department at the title of Trainee unless they have already been licensed by the state in which case they would have a title of Operator I or Operator II depending on their license level. The field employees advance to the levels of Field Tech I or Field Tech II depending on license level. The Department prefers to promote within as a means of advancement for the Field personnel to become licensed Water or Wastewater Plant Operators through our in-house trainee program.

The Department also utilizes outside contractors for jobs outside the capacity of our crews or if specialized equipment or training is required.

Our Departmental Policies and Procedures Manual is in the process of being updated. Our current Manual is included as a separate attachment.



BUDGET & FINANCIAL PLAN

	2011 Adopted Budget	2011 Actual Amount	2012 Adopted Budget	2012 Actual Amount YTD	2013 Draft Budget
Fund: 400 Water and Sewer Fund					
Expenditures					
PS - Personnel Services	\$3,977,923.00	\$3,870,535.29	\$3,610,081.00	\$2,726,851.96	\$3,952,954.00
OE - Operating Expenditures	\$7,375,495.00	\$7,674,386.26	\$7,882,333.00	\$4,926,610.05	\$9,118,144.00
CO - Capital Outlay	\$7,505,155.00	\$42,764.15	\$11,977,874.00	\$4,151,933.49	\$7,248,627.00
DS - Debt Service	\$1,709,778.00	\$1,709,776.60	\$1,657,759.00	\$745,126.90	\$3,085,215.00
OU - Other Uses	\$3,500,649.00	\$0.00	\$5,385,670.00	\$0.00	\$7,163,425.00
Fund Total: Water and Sewer Fund	(\$24,069,000.00)	(\$13,297,462.30)	(\$30,513,717.00)	(\$12,550,522.40)	(\$30,568,365.00)
Expenditure Grand Totals:	\$24,069,000.00	\$13,297,462.30	\$30,513,717.00	\$12,550,522.40	\$30,568,365.00



III. DEPARTMENT GOALS/OBJECTIVES, STRATEGIC OUTCOMES, ACTION STEPS, AND KPI

We have listed below our goals and objectives and included the steps we believe are necessary to achieve these goals. Key performance indicators are also listed in the chart to show by what means we will measure the success of accomplishing these objectives.

GOALS/ OBJECTIVES	STRATEGIC OUTCOME	ACTION STEPS	KEY PERFORMANCE INDICATOR (KPI)
Promote consumer confidence	<ol style="list-style-type: none"> 1. Customer satisfaction 2. Strive for excellent customer service 	<ol style="list-style-type: none"> 1. Operator Training and education 2. Customer service training for all personnel 3. Marketing 	<ol style="list-style-type: none"> 1. Reduce customer complaints by 10% 2. 80% licensed field personnel 3. 75% of all staff trained in Customer Service 4. Informational mailings to customers twice a year.
Improve advance technology to enhance water quality	<ol style="list-style-type: none"> 1. Progress toward reverse osmosis for water treatment 2. Advanced wastewater treatment for re-charge and re-use 	<ol style="list-style-type: none"> 1. Advance training for personnel 2. Continue construction of new water/wastewater plant. 	<ol style="list-style-type: none"> 1. 100% of operators trained in advance processes by 2013 2. Completion of new water/wastewater plant (2013)
Upgrading Water and Wastewater infrastructure and Lift Stations (LS)	<ol style="list-style-type: none"> 1. Upgrade 12” force main (FM) to 20” FM from LS #8 to System II WWTP 2. Upgrade of LS #8 to master LS 3. Relocation and replacement of LS #1 	<ol style="list-style-type: none"> 1. Bid specs sent out to prospective contractors (LS #1) 2. Award bid for LS #1 3. Continue with construction of FM and LS #8 upgrade 4. Begin work on LS #1 	<ol style="list-style-type: none"> 1. FM upgrade-100% complete by September 2013 2. LS #8 upgrade-100% complete by September 2013 3. Relocation and replacement of LS #1-75% complete by September 2013
Conduct timely and accurate recording of water and sewer consumption	<ol style="list-style-type: none"> 1. Provide accurate billing information 2. Complete installation of automated meters (AMR) 3. Personnel trained in AMR reading 	<ol style="list-style-type: none"> 1. Complete installation of AMR meters/registers 2. Continue working on register failure for AMR meters 3. Hire a meter technician for repair of meters and handling customer complaints. 	<ol style="list-style-type: none"> 1. Increase revenue by 5% 2. 100% of AMR installations completed by September 2013 3. Reduction in customer complaints regarding high bills and inoperable meters.
Flow testing and maintenance/repair of fire hydrants. Increased reliability of hydrants.	<ol style="list-style-type: none"> 1. Accurate recording of water pressure at each hydrant within the Town’s service area 2. Accurate location of each hydrant 3. Ensure hydrants are operational when needed 	<ol style="list-style-type: none"> 1. Obtain bids for hydrant flow testing and GPS services 2. Train field personnel to perform maintenance to ensure operable hydrants 	<ol style="list-style-type: none"> 1. 100% of hydrants are serviced on a yearly basis. 2. Hydrants are flow tested every three years. 3. Fire Department obtains ISO certification (point related)



IV. MARKETING PLAN

The Town began its water and sewer operations by the purchase of two separate, privately owned water and sewer systems. System I Water Plant was purchased from Davie Utilities, Inc. in 1981. System II Wastewater Treatment Plant was purchased from Modern Pollution Control, Inc. in 1982. After these acquisitions, the Town physically integrated the two water and sewer systems through water main and sewer force main interconnections and tie-ins so that the systems now function as fully integrated and unified operating entities.

The Town's water supply is currently obtained entirely from the Biscayne Aquifer. The Town has water supply wells. The water treatment process consists of aeration, coagulation, flocculation, sedimentation, fluoridation, filtration and disinfection. Chemicals used include synthetic polymers for coagulation, lime for softening, chlorine for disinfection and hydrofluosilicic acid for fluoridation. Filter wash water is recovered and returned to the process. Sludge is retained in a holding pond and hauled off site after build up. Finished water is either pumped to the distribution system or stored in concrete tanks located on site. There are approximately 161.20 miles of water mains and 1,194 fire hydrants maintained by the department. The average daily consumption is 4.23 MGD and there are currently 9,805 water accounts which are billed on a monthly basis.

Wastewater is collected through a gravity sanitary sewer system and then pumped into force mains which discharge into the Town's wastewater treatment plant. The Town maintains and operates 60 lift stations. Such collection systems are typical in the South Florida region since the depth of gravity sewers is limited due to the high ground water conditions. There are currently approximately 71.55 miles of gravity sewer lines, 26.35 miles of force mains, and 7 miles of ocean outfall effluent discharge lines. We treat an average of 3.52 MGD of sewage per day with a plant capacity of 4.85 MGD.

The customers of the Utilities Department include residents, commercial users, educational institutions and visitors to the Town. We attempt to keep the public informed about issues related to water, water conservation and the safe, environmentally responsible disposal of wastewater through different avenues.

To enhance our services and shed a positive light on the work done by our department as well as the Town as a whole, we listen to customers' needs and concerns.



Our services include delivery of potable water to customers and the collection and environmentally safe treatment and disposal of wastewater. We maintain water and sewer lines, sewage lift stations (pumping stations), water and wastewater plants. The Customer Service division is responsible for the accurate billing of customer accounts and handling customer inquiries for service connection and disconnection as well as responding to customer complaints that range from incorrect meter readings to poor water quality.

While it is difficult to please everyone, especially with the economic hardships a lot of people are facing, we believe that all customers are dealt with in a fair manner and most understand the need for increases in rates to continue to provide a high quality product and maintain the infrastructure in our system.

We are transitioning to Automated Meter Reading technology which will alleviate a lot of the problems with inaccurate readings and should reduce the customer complaints in this area. While customers will still insist that they did not use the amount of water they are being billed for, the automated meters retain many points of information that will verify the consumption and, hopefully, answer questions as to whether a customer has a leak.

The most closely related comparable is the City of Cooper City Utilities. They are closely related to our utility in size and service connections.



Factor	Our Department	Strength	Dept. from Comparable City/Agency	Contractor	Importance to Customer 1=Critical; 5=not very important
Products	Our main service is the distribution of potable water and the collection and disposal of wastewater. We provide excellent customer service and offer efficient and timely response to customer's needs	Yes	The City of Cooper City is comparable in size to our department and also provides excellent response and communication with customers.	There are no contractors that provide services.	1
Price	Water and wastewater rates in the Town have been increasing on a yearly basis since 2007 after a nine year period of artificially lowered rates.	Yes	The City of Cooper City has rates that are comparable to ours.		1
Quality	The quality of our product is excellent having been recently enhanced by a color removal system.	Yes	Cooper City also provides excellent quality water		1
Service	We believe that our customer service is excellent and constantly being monitored for responsiveness to customers	Yes	Cooper City provides a similar customer service response to the Town in that they strive to maintain short response times to customers needs.		1
Reliability	Our service is very reliable. Breaks/stoppages are dealt with in a timely manner to minimize inconvenience to customers	Yes	Cooper City has a good record of reliability and timely response.		1
Stability	Personnel retention overall in our department is excellent with more than half our employees having a tenure of 20+ years.	Yes	Personnel retention at Cooper City is similar to the Town		3
Expertise	Operators and field crew are licensed thru the State with 75% of employees currently licensed.	Yes			2



Department Reputation	We believe that our department is perceived to be responsive and efficient.	Yes	Cooper City has a good reputation as well		1
Location	Our office is removed from the main Town Hall complex and located at our Water/Wastewater Treatment Plant site	No	Cooper City is located at a remote location similar to ours at their plant site.		3
Appearance	The appearance of our office is a benefit to our location. We recently acquired a new modular office that is no longer cramped which helps our staff work more efficiently.	Yes	Cooper City's office is located on the second floor of their new water treatment plant and is a spacious, state-of-the-art facility.		2
Advertising	We promote our department thru participation in Broward County Water Matters Day as well as publication of our yearly Consumer Confidence Report and Water Conservation information that is posted on the Town's website.	Yes	Similar advertising is done b Cooper City in their participation in Water Matters Day		2



V. OPERATIONAL PLAN

The work performed in our department is multi-faceted. Field work consists of routine tasks (turn-on/turn-off, usage audits, meeting with customers, changing meters, valve maintenance) as well as preventative maintenance and emergency repairs. Crews are assigned as priorities dictate due to problems encountered after a job has been started and/or emergency situations (i.e., line breaks, sewer stoppages). The Field work is handled primarily by our in-house crews although larger jobs that require equipment we do not have or manpower needs beyond what is available will be put through a competitive bidding process that will select a contractor for the job.

Our Plant Operations also consists of routine tasks such as monitoring and feeding chemicals, taking samples, and preventative maintenance.

Production

We operate two water plants and one wastewater treatment plant. Water is withdrawn from on-site wells and treated with chemicals to meet state standards prior to distribution to customers. Wastewater is collected and treated at the plant before it is disposed of through an ocean outfall line in an agreement with the City of Hollywood. A portion of our treated wastewater is also used by the City of Hollywood for re-use in the irrigation of golf courses. The cost of treatment for both water and wastewater is continuously increasing and the standards we are required to meet on both a state and federal level continue to make it more difficult to maintain rates.

Legal Environment

Our department requires licensing/permitting from local, state and federal regulators. We are also required to follow OSHA regulations for entry to confined spaces, working in traffic, trenching and shoring, etc. We are also required to comply with mandates from different governmental agencies regarding treatment, withdrawal and discharge limits. We are also being mandated by the federal government to discontinue discharging treated wastewater thru the ocean outfall by 2020.



WATER PERMITS

SOUTH FLORIDA WATER MANAGEMENT DISTRICT

Ground water from Biscayne Aquifer	Water Use Permit	06-00134-W
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STATE OF FLORIDA PERMITS

Storage Tank	1 tank	313191
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BROWARD COUNTY PERMITS

Hazardous Material Management Facility License	Operating WTP I in the wellfield	WHS-02007-08
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Hazardous Material Management Facility License	Operating WWTP II and WTP III	WHS-00298-04
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Air License	Operating - WTP I	AO-090028
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Air License	Operating - WTP III	AO-090027
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Health Department	Operatins - WTP I	06-58-00027
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Health Department	Operating - WTP III	06-58-00028
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Health Department	Operating - Other Water System Consecutive (Hacienda Village)	06-58-00026
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WASTEWATER PERMITS

STATE OF FLORIDA PERMITS

Domestic Wastewater Facility	Operating	FL0040541-007-DWIP
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National Pollution Discharge Elimination System (NPDES)	Surface Water Discharge	
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Storage Tanks	Registration	9102618
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BROWARD COUNTY PERMITS

License to Operate a Wastewater Treatment Facility	Operating	WWTP-0500-09
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Hazardous Material Management Facility License	Operating WWTP II and WTP III	HS-00298-08
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Hazardous Material Management Facility License	Operating - Lift Station	HM-01274-08
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Hazardous Material Management Facility License	Operating - Odor Control System	
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Hazardous Material Management Facility License	Sludge Hauling	WT-09-0027
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OFFSITE PERMITS

BROWARD COUNTY PERMITS

Hazardous Material Management Facility License	Sludge Hauling	WT-08-0031
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Personnel

Our department is committed to providing excellent customer service. Our field, plant, billing and operations employees understand the value of making the customer feel that their needs are being addressed even if we cannot give them what they want. One of the major difficulties over the past few years has been addressing our rate increases and explaining the need for these increases as well as the history behind our struggles with low rates for a prolonged period of time.

The administrative office is staffed by six (6) full-time employees; this office deals mostly with new construction, legal issues, state requirements and regulations, budgetary matters and personnel matters. Due to the increase in rates, however, much time has been spent in recent months addressing customer complaints of high billing, leaks, etc. The billing (customer service) section is staffed by four (4) full-time employees who have the most interaction with customers on a daily basis. Field crew is comprised of fifteen (15) employees that maintain water and wastewater lines as well as lift stations. Our department operates two water plants and one wastewater plant; this is accomplished by seventeen (17) full time employees.

Our employees are below the median for the industry standard in rate of pay. We will need to restructure our pay scale in order to hire and retain qualified employees. We require our employees to obtain state licensure in their respective areas and offer educational reimbursement for the classes necessary to obtain these licenses. It has been, and continues to be, a challenge to hire trained personnel. The state licensure requirement for field employees is something that has only come about in the past few years and the pool of qualified candidates is very limited. Plant Operators often seek to acquire positions in other municipalities with a higher rate of pay; most municipalities are now offering incentives such as a one time bonus for licensed plant operators upon employment as well as shift differential pay for plant operators

Inventory

A limited inventory is maintained on site. Pipes, fittings, motors and pumps are ordered on an as needed basis. We stock meters for replacement; however this inventory is minimal in that we are in the process of changing all existing meters/register to automated meters. We maintain no more than 100 meters in inventory at any given time.

We have a good relationship with all of our suppliers for both equipment and chemicals. The lead time for ordering is minimal which allows us to keep a low inventory on hand and still be able to provide the service to our customers.

See Appendices for inventory list.



VI: APPENDICES

We are attaching copies of the following:

Consumer Confidence Report (CCR) – Yearly water quality report

Article published in the Davie Update

Water Conservation Information from SFWMD

Service Area Map

Water and Sewer Service Rates (effective 10/1/12)

Appendices Available Upon Request